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P. 72



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05.15

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Fashion designers love Macy's, Wall Street loves Macy's. Shoppers love Macy's and America loves Macy's (just turn on your TV this Thanksgiving). At the helm of the retail giant is CEO Terry Lundgren, working every day to stay a step ahead.

### 76 **10 SUMMERY NYC DAY TRIPS**

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We're celebrating New York this month. Not just the city, but the state as well, From the wineries of the Finger Lakes to the winning eateries of Red Hook—there's a lot to love about this region. And, of course, Macy's has long been a key player in this thriving, eclectic community. There's the parade. The store. The CEO. The designers. Because sometimes in New York, the stars do all align.



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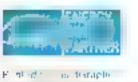
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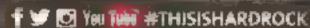
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WELCOME

### FULL SPEED AHEAD IN NYC

Richard Anderson and Gail Grimmett, Delta's senior vice president of New York, d scuss De ta's growth in a critical market and look ahead to the future





RICHARD ANDERSON: As a global center of commerce, trade and tourism. New York is the world's most important and competitive market for air travel. Several years ago, we at Delta made the decision to make New York a major focus of our service, Gail, where do we stand in New York today?

GAIL GRIMMETT: Richard, we set an ambitious goal to become New York's No. 1 airline, and the progress we've made toward that goal is remarkable, thanks to the hard work of our more than 10,000 New York employees. Today, Delta is New York City's largest and fastest-growing airline, serving more than 110 destinations worldwide from LaGuardia and JFK with nearly 450 daily flights at the peak of our schedule.

RA: In addition to our expanded service, I hear a lot from our customers about improvements we've made to the airport facilities in New York.

GG: That's right. It was clear to us that we could not become the top airline for New Yorkers unless we had world class facilities. It's taken a lot of work and a substantial investment, but the difference is impressive. At JFK, our new and expanded international Terminal 4 has added state-of-theart facilities with more gates, restaurants, shopping and the largest Delta Sky Club® in the world, which features a Sky Deck rooftop terrace. We've also invested in modernizing and connecting terminals C and D at LaGuardia.

RA: Customers who fly our international and transcontinental routes have also seen some significant apdates to our in flight product.

gg: They sure have. All of our New York flights to Los Angeles and San Francisco feature full flat-bed seats, and we've expanded our popular meais from New York's very own Blue Smoke restaurant to flights from

### 5 THINGS TO KNOW ABOUT DELTA THIS MONTH

- Starting May T, all Delta flights between New York/ JFK and San Francisco will feature flat-bed seats in the premium cab in on Boeing 757 aircraft, Flat bed seats are already offered on all Deita flights between JFK and LAX
- This month, the Whitney Museum one of Delta's partners—reopens in a stunning new building. Located in NYC's Meatpacking District, the new site vastly improves the museum's exhibition and programming space.
- The GLAAD New York Media Awards, sponsored by Delta, take place May 9 at the Waldorf Astoria New York. The event recognizes and honors the media for their fair, accurate and no usive representations of the LGBT community.
- On May 17, thousands of people will take part n A DS Walk New York which has raised more than \$139 million over 30 years to combat HIV and AIDS, Deltais a proud sponsor of the event. Visit ny aidswalk net for info-
- This month, help your favorite graduates take off. Now that they've got the d ploma, give them more than 319 destinations with the Delta Gift Card, To give the gift of travel, v sit delta.com/ g ftcards.





JFK to Brussels, Frankfurt, Paris, Zurich, Amsterdam and Dublin.

**na:** Our transatlantic flights from JFK have become an increasingly important part of our service. The partnerships Delta has forged with Virg.n Atlantic and Air France-KLM have greatly expanded the scope of our international service from JFK.

**GO:** Those partnerships allow us to offer the best-in-class service that our customers demand, which is why our international flights from New York have gotten so popular. Our venture with Virgin Atlantic, for example, now offers to daily flights between New York and London Heathrow Airport.

na: Our New York service reminds me of the city itself—very diverse and robust.

**GG:** It's important for us to reflect the community we serve

**na:** Speaking of the community, Delta is deeply involved in New York's community beyond what we do at the airports. We partner with a long list of civic and non-profit organizations, ranging from the Food Bank for New York City, AIDS Walk New York, Covenant House, the James Beard Foundation, Heritage of Pride and Habitat for Humanity New York, among many others.

**66:** That support is important for our customers and our employees who live and work in New York.

RA: Our New York story has been an exciting one so far. What's coming next?

Being New York's No. 1 airline isn't a status you achieve once and then stop working on—we have to continue earning it every day. That means more investment in the customer, fine-tuning our network and improving the airport experience. And you'll continue to see our New York based Delta people—our friends and neighbors—deepening our relationships within the community.

RA: I think that says it all. Delta is here to stay in New York. ▼



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BIENVENIDO

### **AVANZANDO A** TODA VELOCIDAD **EN LA CIUDAD DE NUEVA YORK**

Richard Anderson y Gail Grimmett, Vicepresidente de Delta en Nueva York, hab an sobre el crecimiento de la empresa en este importante mercado y la visión para el futuro

RICHARD ANDERSON: Al ser un centro mundial para el comercio y el turismo, la ciudad de Nueva York es el mercado más importante y competitivo para las aerotineas. Hace muchos años tomamos la decisión en Delta de convertir esta ciudad en el foco central de nuestro servicio. Gail, ¿cuál es nuestra condicion actual en Nueva York?

GAIL GRIMMETT: Richard, nos propusimos la ambiciosa meta de convertirnos en la primera aerolinea en Nueva York y el progreso que hemos logrado para cumplir con ese objetivo es excepcional gracias al arduo trabajo de mas de 10.000 empleados de Delta en la ciudad. En la actualidad, Delta es la aerolinea de más rapido crecimiento en este mercado con mas de 110 destinos alrededor dei mundo partiendo desde LaGuardia y JFK y concasi 450 vuelos diarios en la hora pico.

RA: En adición a nuestro servicio ampliado, he escuchado muchos comentarios de nuestros chentes sobre las mejoras que hemos hecho en los aeropuertos en Nueva York.

66: Es correcto. Entendimos claramente que no podiamos convertirnos en una importante aerolinea para los neoyorquinos si no teniamos instalaciones de primera calidad. Nos ha costado mucho trabajo y una gran inversión pero el resultado es impresionante. En el JFK, el nuevo Termi nal Internacional 4 ha sido extendido y se han adicionado instalaciones de primera calidad con más muelles, restaurantes, tiendas y el Delta Sky Club más grande en el mundo con la terraza Sky Deck. Tambien hemos invertido en la modernización y la conexión de los Terminales Cy Den LaGuardia.

RA: Los clientes que viajan en nuestras rutas in ternacionales y transcontinentales también han experimentado mejoras significativas en los productos ofrecidos en los vuelos.

GG: S1, ese ha sido el caso. Todos los vuelos desde Nueva York a Los Ángeles y San Francisco ofrecen asientos-camas y estamos expandiendo nuestras populares comidas del restaurante en Nueva York, Blue Smoke, a los vuelos desde JFK a Bruselas, Frankfurt, Paris, Zurich, Ámsterdam v Dublín

RA: Los vuelos transatlánticos desde el aeropuerto JFK se han venido convirtiendo en una parte muy importante de nuestra atención. Las asociaciones que Delta ha creado con Virgin Atlantic y Air France-KLM han difundido enormemente el alcance de nuestro servicio internacional desde JFK.

**66:** Estas asociaciones nos permiten ofrecer el mejor servicio exigido por nuestros clientes y es la razón por la cual estos vuelos internacionales desde Nueva York se han vuelto muy populares. Por ejemplo, nuestra asociación con Virgin Atlantic ahora of rece to vuelos diarios entre Nueva York y el aeropuerto Heathrow en Londres.

RA: Nuestro servicio en Nueva York me hace pen sar en la misma ciudad: con mucha diversidad y viveza.

co: Es importante que reflejemos la comunidad donde servimos.

RA: Y hablando de la comunidad, Delta està estrechamente involucrada con la comunidad en Nueva. York y se extiende más allà de lo que hacemos en los aeropuertos. Tenemos asociaciones con una lista larga de organizaciones sin fines de lucro, como Food Bank para la Ciudad de Nueva York, AID\$ Walk Nueva York, Covenant House, la Fundacion James Beard, Heritage of Pride, Habitat for Humanity Nueva York y muchas mas.

**GG:** Ese apoyo es importante para nuestros cli entes y empleados que viven y traba an en esta ciudad.

RA: Nuestra historia de Nueva York ha sido muy emocionante hasta el momento. ¿Qué sigue ahora?

GG: ¡Creemos que hasta ahora estamos empezando! Ser la primera aerolinea en Nueva York no es un estatus que se alcanza y luego se deja de trabajar. Cada dia necesitamos merecerlo. Esto significa más inversión en los clientes, mejoras de nuestra red así como una edificante experiencia en los aeropuertos. De esta manera verás como los empleados de Delta radicados en Nueva York, nuestras amistades y vecinos, profundizan aun mas las relaciones que Delta tiene al interior de la comunidad.

RA: Creo que lo has dicho todo. Delta está aquí en Nueva York para guedarse. 🤻

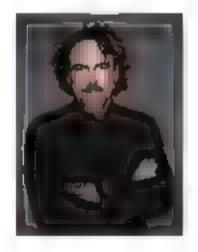


💶 Deita vue a a Sao Paulo desde tres aeropuentos estadounidenses. Atlanta Detroity Nueva York/JFK

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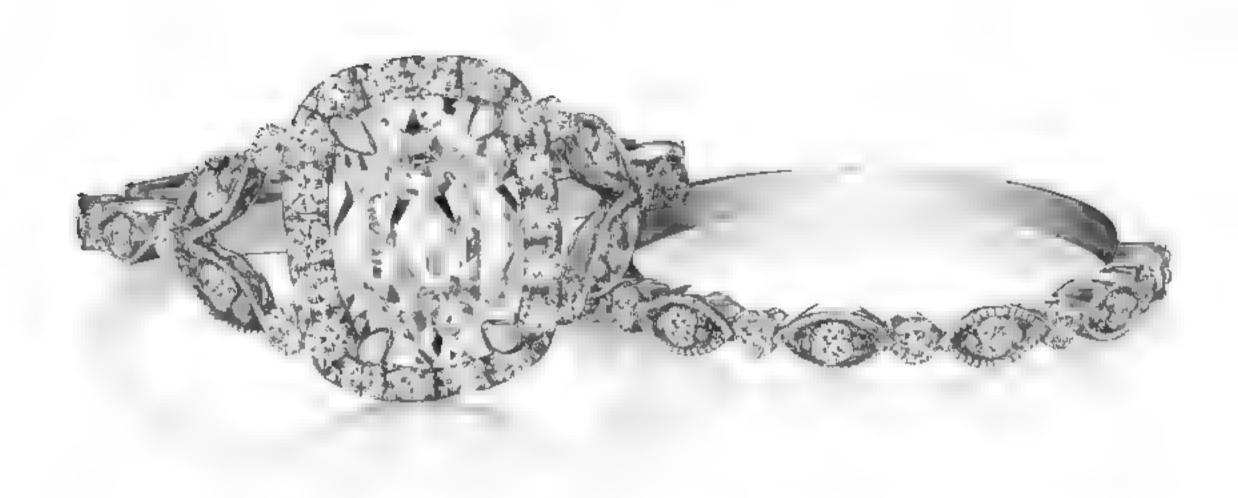
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## WHEELS

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**QUÉBEC CITY** 

A lively new cultural scene is stirring up this historic destination.

Why Now: With winding cobblestone streets, open-air catés and the majestic hotel Fairmont Le Château Frontenac wal ed O d Québec. perched above the St. Lawrence River, never oses its charm But a sizz ing arts and cutinary scene has visitors head ing downhill to emerging neighborhoods Saint-

Roch and Jimo lou Where to Go: Wake to croissants served right to your door at Hôtei des Coute l'er, then scour the galleries and shops in the adjacent antiques. district for one of a kind souvenirs When it's time for lunch, brave the hi I to Le Chic Shack in the shadow of the towering Château for highquality twists on classic. finger food: burgers on brioche buns, heaps of poutine (the Québecois specialty of French fries, cheese curds and gravy) and dark choco ate milk shakes served in Mason ars Aftertouring the sites, cab down to Saint-Roch and sup on saimon tartar or butterm lk fried chicken at .e.

Clocher Penché Though the local ingredients. w I (r ghtfu ly) be top of mind take a moment to marvel at the restaurant s remodel—the bistro was once a bank When night fails, the neighborhood s streets turn into a stage; catch an outdoor performance during Carrefour. nternationa Theater Festival (May 21-June 7) Or head to Limo, lou and watch aeria ists and acrobats show off the risk its during Jours de Cirque a high-flying celebration of circus arts in late spring

-AMANDA HALM



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### SAN FRANCISCO

Tartine Bakery to enjoy with sky line views at come wrapped in all aky crust Later browse.

Their, ty's Mission District offers plenty of casual eats to fuel a day of wandering. Graba sticky-sweet morning bun from beloved nearby Dolores Park. Stroll south for unch at Mission Pie, where savory ingredients. the Clarion Alley murals while savoring an ice cream cone from Bi-Rite Creamery. As the sun descends, fill up on quesad, las, burritos and more at El Farolito Taqueria.



### OUR ROOTS ARE IMPORTANT

In 1905, a young Russian immigrant arrived in Greenville, Mississippi.

To support himself, he carried a heavy pack of household goods to rural homes throughout the Delta. Two generations and 271 stores rater, Stein Mart is still offering American families unparalleled fashion and value.



2015 USA TODAY 10Best Readers Choice



### *IAN GRIFFITHS*

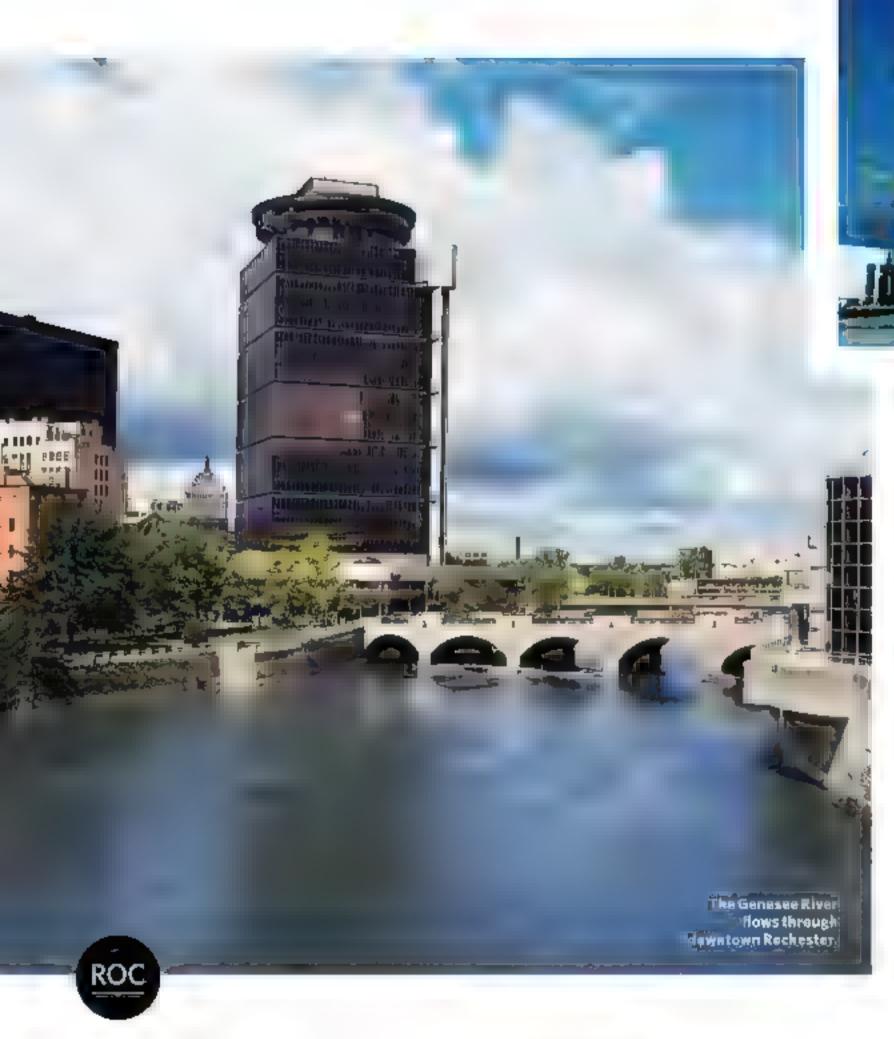
### MAX MARA CREATIVE DIRECTOR

an Griffiths isn't exaggerating when he says Max Mara's new Whitney bag is more like a piece of architecture than an accessory. The italian fashion house worked in partnership with Pritzker Prize-winning architect Renzo Piano to design the handbag which goes on sale this month in conjunction with the Whitney Museum of American Artis reopening in New York City's Meatpacking District. The slate version of the bag matches the shade. of the building, and its skin is mode ed after the Whitney's external shell. The whole project was executed with great precision," Griffiths says -matt mecua



2 RECENT PROJECT Max Mara Whitney bag designed by Renzo Piano Building Workshop. 2 IN-FLIGHT READING The Guardian. "And irecently finished The Prime of Miss Jean Brodie by Muriel Spark and Brighton Rock by Graham Greene " 😉 IN-FLIGHT DRINKS "Sparkling water on short-hau Hights, a couple of glasses of champagne onlong-hau flights if imnot working when larnive." 🚳 IN-FLIGHT SNACK "The Italian snack Taralino, made in Puglia." 🧐 IN-FLIGHT TUNES "Depending on my mood, it can be anything from Serge Gainsbourg to Elvis Coste io to D. Shadow to Marilyn Monroe " 🚳 TRAVELESSENTIAL iPad Air "Everything I do comes back to it." 🕖 IDEAL TRAVELOSSTINATION "I have a home in Marbeilla Spain, where it slaiways warm, even in winter" 📵 GROOMING GO-TO "I am never without my favorite scent. Baudelaire by Byredo " 😥 TRAVELSTYLE" wear a bespoke jacket from Timothy Everest. Also, dark icrisp Hugo Boss Jeans, Brooks Brothers dress shirts and Church's loaders "





### ROCHESTER, NEW YORK

You've got an extra day to kill in this city in western New York Here's what you do by matt mecus

PERCHED ON THE SOUTHERN SHORES OF LAKE ONTARIO. Rochester is the third largest city in New York and possibly the state's most underrated. While it gets walloped with snow in the winter, springtime brings the start of warmer temps that average 70 degrees all summer long. The weather lends itself to boating down the Eric Canal, strolling among the 1,200 blooming lilac bushes at Highland Park or lingering at an outdoor cafe along trendy Park Avenue. The city is steeped in history—it was the country's original boomtown in 1825—and it remains a desirable place to live today, providing residents with big-city amenities in a know-your-neighbor setting.

### DID YOU KNOW?

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### **GET OUTDOORS**

Greater Rochester has 11,200 acres of open space. Nearby Letchworth State Park offers 66 miles of hiking trails that pass by three towering waterfalls. Within the city, the Erie Canal Heritage Trail weaves through the historic Corn Hill neighborhood and provides panoramic skyline views. History buffs can explore the Erie Canal by kayaking across its smooth waters.

### **CULINARY EXPLORATION**

Don't lef the name "garbage plate" fool you. This homegrown specialty. is a mash-up of a) things good; fries, macaroni salad, baked beans, hot dogs and meat chili. The idea came from restaurant Nick Tahou Hots in 1918. Admirers have since concocted their own creatively named versions, including Mark's Texas Hots' sloppy plate Empire Hots' trash plate and Jimmy Z's 5 star plate

### **CULTURE STOPS**

The George Eastman House pays homage to the inventor of the camera. with 4.5 million photography artifacts. on display. Catch a flick at the Dryden Theatre, where some of the 23,000 reets date back to 1893. Finally, view the outdoor art of sculptor Albert Paley (1), whose acciaimed metalwork can be seen everywhere from the Centennial Sculpture Park to the railing of Main Street Bridge.

### DISCOVER

Located an hour's drive south of downtown, the Finger Lakes region unfolds across the bucolic countryside and boasts more than 100 wineries that specialize in resling, notably Young Sommer, operated by fourthgeneration winther Herman Young, and the family-run Casa Larga Vineyards, Meanwhile, Apple Country Spirits turns the local fruit into vodka Spend the night at Geneva on the Lake, an Italian-style villa overlooking Seneca Lake

### Simply wandering eads to who'e new wonders





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He never laughs. He's a kingmaker and a heartbreaker He's unflappable, inscrutable, laconic, control ing-a sphinx in a sport coat. And that's the essence of what we know about Lorne Michaels, creator and producer of Saturday Night Live, which wraps its 40th season this month Michaels, 70, has perpetuated this image as much as the press has (his dry elegance is a running gag on SNL), and you get the feeling he does so to avoid outshining the sketch show that remains re evant against all odds. How do you join the inner circle of one of the most important figures in comedy history? It he ps to be funny. Or a Beatle -CHRIS CLAYTON

### MISCELLANEOUS



### Award Collecting

Among the many honors Michaels has received: Mark Twain Prize for American Humor a star on the Hollywood Walk of Fome, a Peabody Award and a total of 13 Emmys for his work on Saturday Night

Remaining equally enigmatic whis pot aca leanings. Michaels has donated money to John McCain and Barack Obama over the years

Michaels 1 stwife Rosie Shuster worked as a writer on Saturday Night Live in 1976, the yea it won is first Emmy Award. His second wife was model and act ess Susan Foi istal

Live and other shows.

Sarurday Night Live has long skewered and played nice with police and Both McCam and

Obama have

appeared or

the show

### **Political Donations**

## BUSINESS

### **NBCUniversal**

In 1974, NBC lasked executive Dick Ebersoi and Michaels, then a wilder or Lough in and Phyllis Differ to fit a rate hight comedy slot on Saturdays, SML launched a year later and thus began Michaels long and fruitful retationship with the peacock network.

### "In my opinion his legacy, very simply, is that he has good taste."

Conan O Briefion Michaels, quoted in The Hallywood Reporter O B. Ien Wrote for SNL from 1987 to 1991

### **Broadway Vidao**

Michaels studio has produced TV hits such as Saturday Night Live. 30 Rack, The Tonight Show Stareing fimmy Follon and Portlandia and Firms ranging from Mean Girls to Woyne's World. It's had a few flops, too- most notoriously The New Show the ske chiseries Michaels created during his early. Soa highes from SNL

### 23.1 million

Number of viewers who funed intor SNL sthree. hom goth annive, sally spenial in February, The show also generated a 3 million Tweets. according to the Nie sen Twit te, at high a econotoria. single episode of a Tiv series

Tina Fey counts Michaels as a close filend and mentor. The former SNE cas imembe. has admitted that Michaels partily inspired the character rack. Donaghy on her sircom 30 Rock

### FRIENDS + FAMILY

### Alice Barry

Michaels third wile-and his for me assistant, whom he married in 1991. They have three children. Edward, Sophie and Henry



Downtime

SNL sichiel has admitted

to having no hobbies.

but he has been known

to take the occasional

European vacation

and attend New York

Yankees games

### Celebrity Pals

Michaels' famous friends include Paul McCartney, Paul Simon and Steve Martin.

### Florence and Henry Lipowitz

Born come Lipowitz to parents Florence and Henry, Michaels grew up in Toron/o Where his father was a furrier and his grandparents owned. amovie theater which helped spark his interest in showbiz



### ACTION CAMERAS

Nothing beats a wearable action cam for filming the world from your perspective. These small, rugged video cameras are essent al for filming anything that would be impract ca to capture with your phone. whether that s surveying a work site or recording extreme sports ant cs for poster ty. The latest models produce superbinghdefinition video and panoramic shots and can travel with you everywhere, even underwater

BY CARAMEL QUIN



### FOR THE < GADGET ADDICT

### Sony Action Cam FDR-X1000V

This brand-new action camera can go head to head with the GoPro Herod Black when it comes to shooting modes. n couding 4K u trainigh definition video (3840 x 2160 resolution) at 30 frames per second and 1080p video at 120 frames per second But the Sony boasts features you won't find on a GoPro name y GPS and electronic mage stabilization. The atteris dea for smooth ing out everything from drone footage to mountain bike trails Gadget lovers will want to spend \$100 more and buy the camera bundled with a waterproof a veView remote that can control up to five Sony action. cams. \$499.99, sony com



### FOR THE TRAVELER A

### Kodak Pixpro SP360

This quirky cam gives your videos a whole new out ook its dome-shaped fixed lens captures entire 360-degree andscapes in 1080p high definition. and at 30 frames per second with spectacular results. You'll never miss. a detail, but the downside is you fee a bit like a walking Google street view car. The Kodak Pixpro can be controlled wirelessly by your Android or iOS devices. And for an extra \$50. you can get it with an "extreme pack". of accessories, which includes a standard housing la waterproof housng and various mounts. From \$349, kodakpixpra.com



GoPro Hero4

GoPra is still the must have brand for people. who want to film the risporting exploits. Herod. GoPro slatest comes in two flavors. Black (\$499.99) ofters 4K u Irah gh-def nition v deo at 30 frames per second and 1080p video at 120 frames per second, while 5 ver (\$399.99) provides 4K video al 15 frames per second and 1080p high-delip tion video at 60 frames per second Silver also comes with an integrated LED touch screen that sivery handy for lining up shots gopro com



Steady your camera with the incredibly Rexible Gori aPod from Joby.





### PICK OF THE MONTH: GOBE+ ACTION CAMERA KIT

For all, weir ment, action, americs of enstruggie is low light, light & Motion. CoBe+ Action Came a Kill sun leads in twing his problem where many light light & Motion. CoBe+ Action Came a Kill sun leads in twing his problem where many light light & Motion. fail. Not only is it compatible with most cameras, but its dual 700 Jumen wide-beam lights are waterproof up to 120 meters. Once-grainy, unsaturated footage is now. vibrant and sharp. Check out the brand's GoPro-specific Sidekick (starting at \$130) for a compact, waterproof, 600, fumen lighting addition, \$599; lightandmotion.com ( Josh Rubin, founder/editor in chief, coolhunting com-

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Barbie Adler Founder & President



### MARIA BARTIROMO

### ► ANCHOR AND GLOBAL MARKETS EDITOR AT FOX BUSINESS NETWORK

Maria Bartiromo may be America's best-known business journalist. The Brooklyn native and NYU grad built her reputation during two decades at CNBC before moving to the Fox Business Network cable channel in 2014. There, she interviews leading names in business about the global economy and emerging market trends every weekday morning as anchor of *Opening Bell*. She also hosts *Sunday Morning Futures*, a business program on Fox News, and writes a weekly column for *USA Today*. A New Yorker through and through, Bart romo pulls you in with fast paced conversation that crackies with ideas and observations. By GENE REBECK

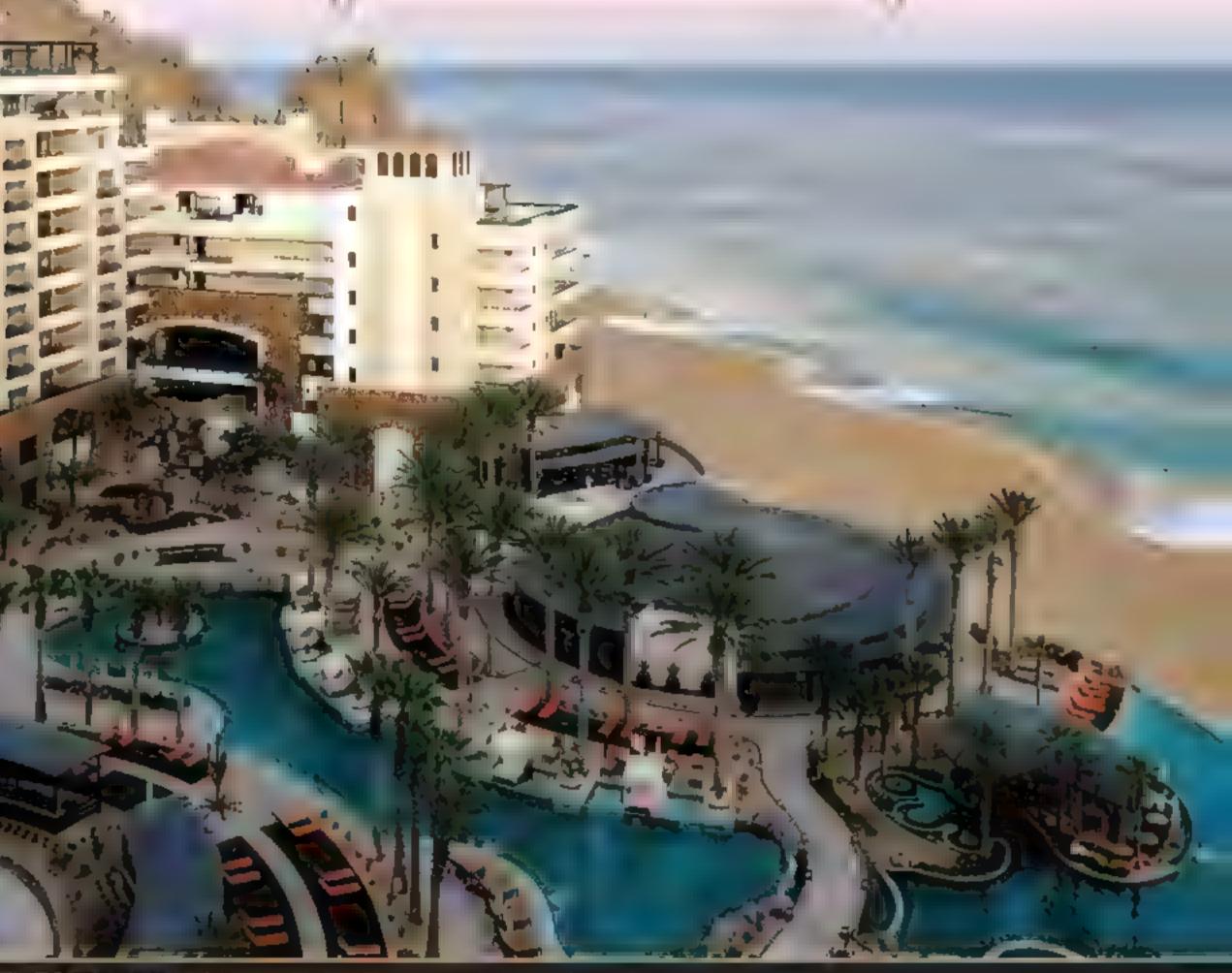
### SRY: What's a business story that has you energized right now?

BARTIROMO: One of my favorite stories is the marriage of technology and health care. What you're seeing happening is just extraordinary. I was talking with an individual at one of the big technology companies, and he told me that he's backing a clinical trial right now where a sensor is inserted into your bloodstream and your phone will call you to tell you that you're going to have a heart attack and you better go to the doctor, Health care is probably the industry that is next poised to explode with innovation because of technology.

30 DELTA SKY / MAY 20 5 PHOTOGRAPH BY JEFF BROWN



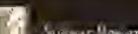
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### What other big issues are you followingright now?

Another story equally as important is cybersecurity. All of this data we're gathering is also creating a privacy question. At the same time, we're seeing bad actors around the world try to hack into our systems. Cybersecurity is going to be one of the most important and most expensive issues that companies will face in the next five years. You don't want your health care data to get into the wrong hands; you don't want it to go online.

### What do you enjoy most about business reporting?

It impacts people's lives. These are the issues that really resonate with people. You may not know it immediately when you see a business story—"It's over my head, I don't care, it's a lot of numbers"—but at the end of the day, it's about money. It's

about "Where's my job, do I have job security, how am I going to take care of my family?"

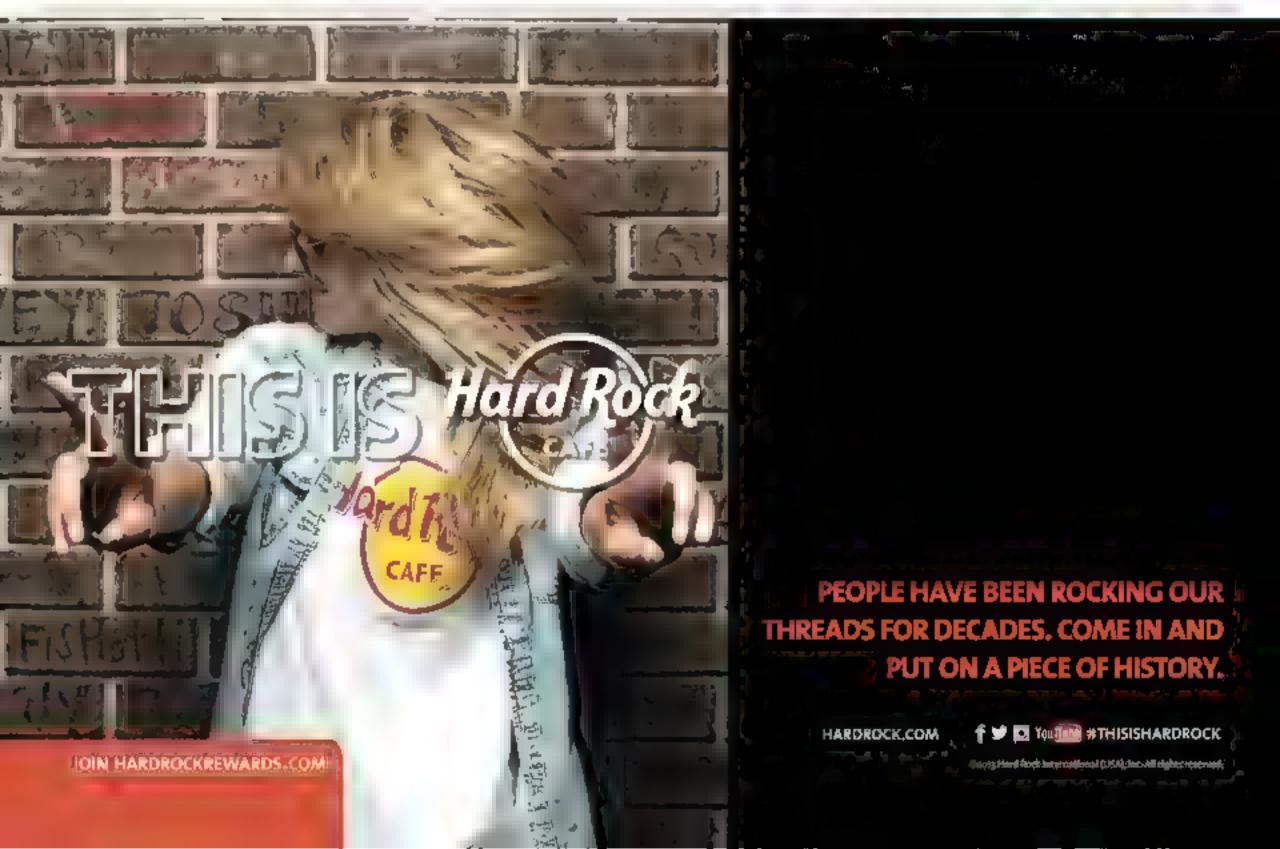
### Why the move to Fox Business?

The opportunity to work with [chairman and CEO of Fox News] Roger Ailes again was too good to turn down. I owe him so much for giving me a shot and putting me on the air [at CNBC]. I also felt that CNBC was getting very sound bite-ish. It was all about putting five people on at once, doing interviews in three minutes. I felt that I needed to do longer interviews; I needed to offer more perspective, more analysis. I think today audiences want more perspective and a sense of what's really happening in the world.

### Why do you love New York?

I grew up in Brooklyn, and Brooklyn was absolutely the greatest place on earth, I was very much in a neighborhood, and yet [Manhattan] was 20 minutes away. New York offers everything—an educated workforce, Silicon Valley-like opportunities—and it's so much fun. I grew up here and Hove it.









### ARIANNA HUFFINGTON ON LAFAY ETTE STREET IN NEW YORK CITY



While most Manhattan corporate offices occupy high floors in Midtown buildings, the headquarters of the Huffington Post—which celebrates its 10th anniversary this month—are nestled in Greenwich Viliage along founder ARIANNA HUFFINGTON'S favorite thoroughfare, Lafayette Street. "Love the bustle and vibrancy and the youthful feel courtesy of our NYU neighbors," she

says. Starting May 3, Huffington wil. be teaching a course on oprah.com called Thrive, which aims to help people destress and reenergize their lives. Huffington herself will hold office hours to answer questions. Those looking for extra credit might consider bringing the media guru her go-to decaf soy milk cappuccino with a shot of espresso from favored coffee shop La Colombe. —MATT McCUE

### La Colombe

"I almost always get my coffee to go, which is a shame in the case of La Colombe because the interior is stunning and a wonderful place to read or work."

### **Public Theater**

"Stanning building, incredible performances the best of the ordand the new. I just saw the amazing musical Hamilton there, Bonus: They re responsible for Shakespeare on the Park."

### Pratima Spa

"I love this spa for massages, unplugging and recharging." For total billiss, try the 3%-hour Nirvana Indulgence, which includes a facial, a body treatment and a Shirodhara massage.

### il Buco

"I have fond
memories of a celebratory
dinner here with some of
HuffPost's social medialed tors when I got my millionth
follower on Twitter' I
particularly adore their
cheeses."







### COOPDINATES

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# CELEBRATING A CLASSIC

Atlanta and the world celebrates the 100th birthday of the iconic Coca-Co a bottle.

IF YOU WANT TO LEARN ALL ABOUT ONE of the most popular beverages on the globe, head to the World of Coca-Cola In downtown Atlanta. The museum presents the brand's history in a wildly entertaining way, with screens and lights and a 360-degree video presentation on the original (and secret) 1886 soft drink formula, complete

with parration by Donald Suther, and. It's all done in a style appropriate for the most marketed fizzy beverage in the world, remaniscent of a theme park ride as much as a trip to a museum. And one of the thousands of vintage artifacts on display is the very first curvy Coca-Cola bottle, one of the two remaining original eight or so prototypes that were created by the Root Glass Company in Terre Haute, Indiana, in 1915.

Which means, of course, that the design is now 100 years old-a milestone that Coca-Cola is now commemorating in world class style, "We wanted to partner with our hometown art institution," says Coca-Cola archivist Ted Ryan. The result is The Coco Cola Bottle: An American



LEFT: Three Coke Bottles by Andy Warhol, secow: "Ansel Adoms in a Truck, Yosemite Valley, 1953" by Imogen Cunningham.

Icon at 100 at the High Museum of Art in Atlanta, an exhibition for which the company tracked down the other remaining bottle for display in the same institution that houses sculptures by Auguste Rodin and conceptual art by Gerhard Richter. The bulbous, faintly blue glass bottle, which was modeled after an encyclopedia drawing of the cocoa pod (though it turned out that cocoa is not one of the ingredients in Coke), takes on a certain gravitas when viewed in the blank white cube of the modern art gallery.

Organized by High curator Julia Forbes in partnership

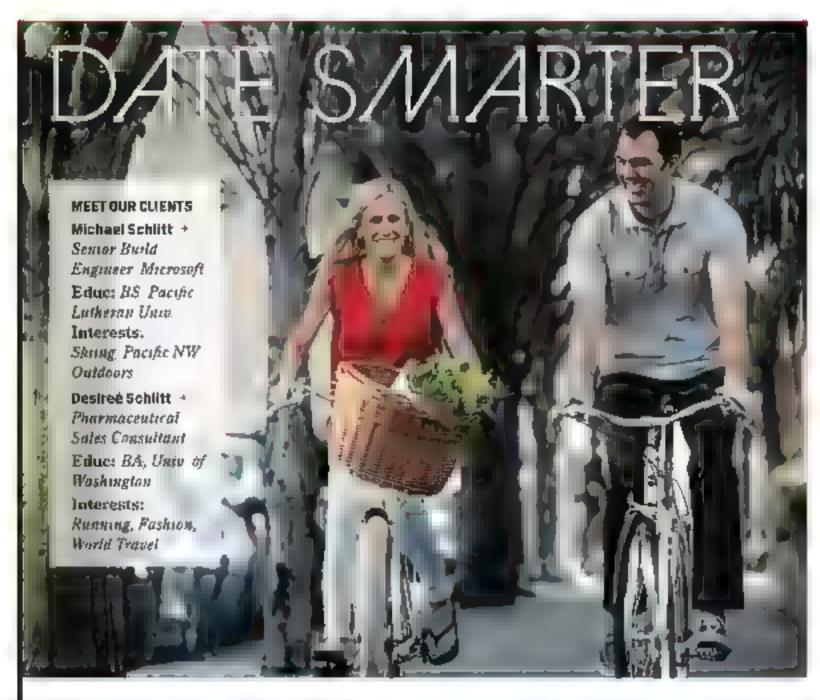
with The Coca-Cola Company, the exhibition frames the bottle as an elegant solution to an industrial design problem—the innovative packaging swiftly differentiated Coca-Cola from its early 20th-century braintonic era copycats. But it is also a fascinating study of how the Coca-Cola iconography became globally ubiquitous, making the bottle nearly as famous as what is inside it. There is a gallery devoted to 20th century American photography, with work heavily drawn from masters with an eye for anthropological detail such as Margaret Bourke-White and Walker Evans, And the museum partnered with the Andy Warhol Museum and Crystal Bridges Museum of American Art to delve into Warhol's lifelong obsession with Coca-Cola. Warnol's Coca-Cola (3), on loan from Crystal Bridges, is the 1962 painting often credited with the birth of pop art. Purchased at auction by Crystal Bridges in 2013 for a then-record \$57.2 mi.lion, the painting is a locus of the powerful alluse of celebrity,

success and Coke bottle curves.





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Dating can be fun and invigorating – from that instant attraction you feel the first time you meet to jumping in the car for an impromptul weekend getaway Unfortunately, it can take a lot of work to get to that stage of dating

Ine profiles looking for a good match to trying to connect via pokes, winks and email, dating can suddenly feel like a full-time job. Wouldn't it be nice if you could just fast forward to the fun part of dating? That's exactly what newlyweds Desireé and Michael Schitt say It's Just Lunch, a dating service for busy professionals, did for them. The matchmakers at It's Just Lunch took the time to learn what they were looking for in a partner and then delivered

# With so many dating options out there, why did you choose It's Just Lunch?

I travel a lot for work, so I d read about It's Just Lunch in airline magazines, and then I ran into a friend who was attending the wedding of an attorney in town who'd met her husband through IJL — the fact that those two events happened so close together, I thought I should call them. At the end of my work day I didn't want to come home and go look at profiles online. I felt like it was a waste of my time.

# What would you tell a friend who was apprehensive about investing the money on IJL?

M I'd ask, "Are you looking for a relationsh p or not?" With online dating you never know who's on the other side of the line. IJL had better quality people who were interesting. It truly was an experience that was tailored for me.

## Describe your first meeting with an IJL matchmaker?

I had a phone interview first and then went in and met with a matchmaker. It really made me think. Online you can say anything, but if you're paying for this I assume you're not going to be about what you want.

## Tell us about your first date with one another.

If never went on hinch dates because I was always busy at work so I met Michael after work at a downtown restaurant. The conversation just flowed. I was attracted to him from the start I remember it turned into dinner.

# What was your favorite part about dating through IJL?

I met my husband, so I guess I would say that! It's Just Lunch — it's just a lot of fun. I remember I'd get off a plane and have a voice-mail from the matchinaker saying she had a potential date for me. With on, me dating, you can go back and forth and waste a month with someone and not reality get to know them With IJL, you go meet your match and if you like them, you see them again, and if you don't, you're done

Find out what an It's Just Lunch matchmaker can do for you by calling 1-800-858-6526 or visit ItsJustLunch.com.



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Dates arranged by IJL matchmakers. (They know how to bring the right people together)

### 66%

Of singles surveyed say chemistry is more important than compatibility. A computer can't detect that!

### **20 MINUTES**

Amount of time most people need on a first date before they decide if they want to see their date again

### 70%

Of people prefer to date someone in a different profession vs in the same industry

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it's Lust Lunch Matchmakers









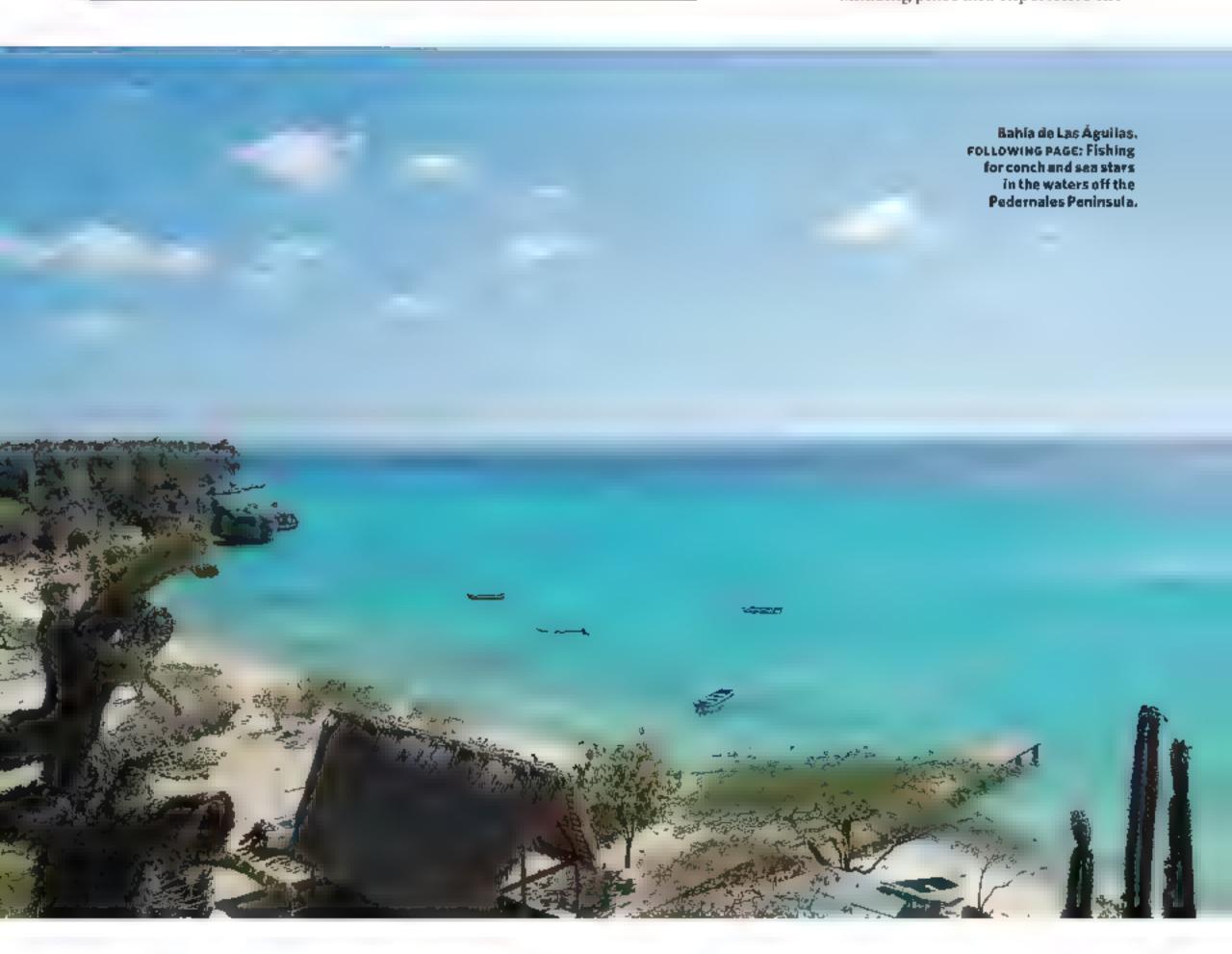


# SEARCHING FOR THE ROAD LESS TRAVELED

A trek to a rarely visited corner of the Dominican Republic yields warm sands and a gimpse of paradise av Kevin RAUB

TRAVEL HAS CHANGED, SOME SAY. For all the incalculable good the Internet age has bestowed upon us, it's also divulged the once closely held secrets of the world's explorers. As a travel journalist, I harbor a share of the blame—not so much for iPhones and Yelp and crowdsourcing and Instagram but for shouting from the rooftops step-bystep directions to paradise, despite knowing that doing so might. irreparably derail paradise.

Which is why I sometimes think about trading my passport for an office. But then I travel to another amazing place and experience the





kind of moment that folks will tell you the Internet age has stolen

I'm on my way to the Dominican Republic's Bahla de Las Águilas, the country's most remote and beautiful beach, which nearly hugs Haiti in the criminally undervisited southwest corner of the Pedernales Peninsula.

Despite spectacular scenery, tourism is a novelty here, I share the road with no one once I take the signed deviation from the main highway into the intriguingly anti-Caribbean desertscape to Cabo Rojo and beyond. During lunch, I have the most insane base ocean views all to myself at Rancho Tipico, a waters-edge retreat in Las Cuevas, a minuscule fishing community that's the jumping-off point for these fairy-tale shores.

There, I'm tood that Dakar
Rally-level off-road driving experience is required to go any farther
With my poor econo rental already
barely cresting 15 miles per hour on
potholed, crevice-ravaged asphalt,
I decide to hire a boatman

During the 20-minute boat ride, we weave among stunning craggy cliffs serving as platforms for throngs of kamikaze-diving pelicans. Both boatman and birds zig and zag to avoid collision, an absolutely spectacular scene.

Around the final rocky outcrop, a six mile stretch of nearly deserted sun-toasted coast is abruptly framed, a postcard perfect are bookended between two prominent capes. Paradise found—and I can't help but share.

EDITORS' PICK

# Baccarat Hotel & Residences New York

Want to add a little sparkle to your next Manhattan stay?
The inaugural hotel from legendary crystal maker Baccarat has giftz and glamour to spare. The lobby dazzles with a display of 2,000 of the company's glasses glowing with LED lights, and 17 chandeliers adorn the property. Guests can dine in Michel in starred chef Shea Gallante's Chevalier restaurant and unwind in Spaide La Mer, the fuxury beauty.



brand silinst L. S. location. And if you're craying bubbiy just press the "champagne" button on your room's phone; a bottle will arrive with information of course, Baccarat's fluted glasses. baccarathotels.com



# OVERSEAS MANUFACTURING ISN'T AS SCARY AS YOU THINK

II, an American company headquartered in Houston, has been helping clients manufacture goods in China for 40 years – boosting profits and reducing costs. (T) has unlocked the mysteries of foreign cultures, languages and trade customs, creating significant manufacturing savings over domestically produced goods – while maintaining or improving delivery expectations.

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## MAY2015

A taste of what's happening in New York City this month

#### RANDALL'S ISLAND

More than 1,000 contemporary artists. from around the globe converge on this island easis to display the r work during the Frieze New York art fair Randall s. island Park. May 14-17 friezenewyork com-

#### MIDTOWN

Transparent and The imitation Game are among the nominees being feted at the GLAAD New York Media Awards for their representations of the "GBT community Waldorf Astoria May 9 gladd.org

#### O BROOKLYN

Influential late- 80s band the Pixies brings its alt-rock sound to this recent iy restored. movie palace-turned-music venue. Kings-Theatre, May 28 kingstheatre.com

#### FINANCIAL DISTRICT

Go VIP at the NYC Spring Wine Festival and enjoy gourmet hors d'oeuvres high-end sips such as Dom Pérignon and live azz Broad Street Ballroom May 9 newyorkwineevents.com

#### MIDTOWN

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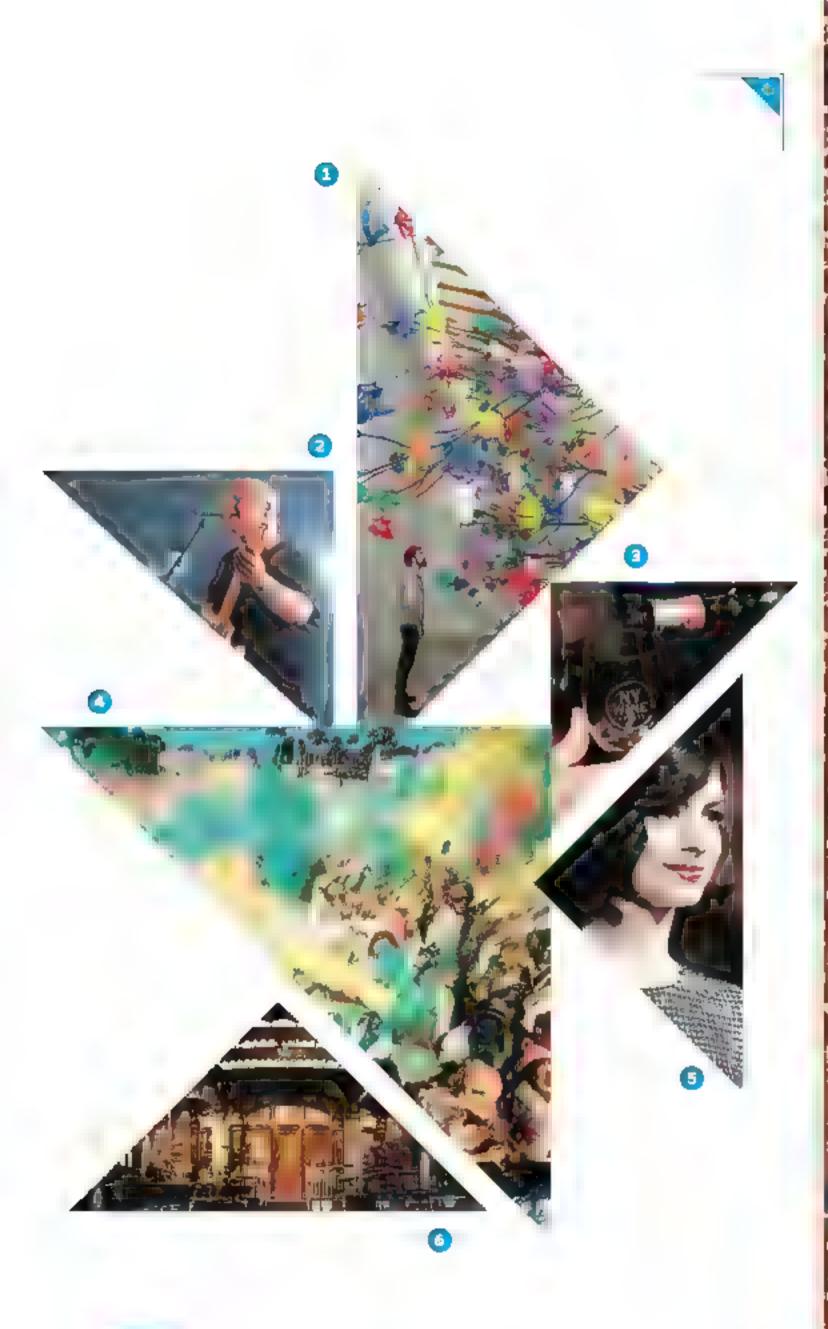
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# FRENCH TWIST

BIG APPLE CHEFS ARE ONCE AGAIN EMBRACING CLASSIC FRENCH COOKING—ALBEIT WITH A CONTEMPORARY SPIN, BY ANDREW ZUMMERN

he classics never go away. While Cronuts, bacon and Korean fried everything soak up the Limelight for a time, immortal Items lurk in the shadows, waiting for their resurrection. Classic French technique, ignored for a long time, is now the obsession of many young chefs who think it's cool to put a new twist on old standbys such as ile flottante or tête de veau. For some

chefs, this renaissance is personal.

Over the past 35 years, Daniel Boulud has become an icon known by first name alone. Inspired to explore the world, Boulud relocated from Lyon to Washington, D.C., in 1981, then to New York in 1982 and never left. "I remember a chef teiling me that it didn't matter where I would be in the world, I could always practice my craft," he says.

In the early '80s in New York, "many restaurants were classic, tra

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Andrew Carmellini during the buildout of Lafayette, his French café and bakery.



"I ALWAYS THINK THERE'S ROOM FOR DIVERSIFICATION BUT SOMETIMES THE CLASSICS HAVE A GOOD REASON TO BE"

-DANIEL BOULUD

ditional French," says Boulud. "They were all of the same generation, serving the same thing." The lack of diversity propelled Boulud to create something new, often based on what those classic French kitchens represented: a culinary time in France he'd experienced only briefly.

Boulud led a few French kitchens in New York, most notably Le Cirque. He opened Daniel in 1993 to rave reviews. Twenty two years later, it's still regarded as one of the city's best dining experiences.

The Boulud philosophy of cook ing evolves with diners' tastes and modernism isn't an afterthought, but there is a comforting familiarity to much of the cuisine. "I always think there's room for diversification, but sometimes the classics have a good reason to be," says Boulud, "French food continues to evolve, and yet it still remains at a certain status quo. It's OK for some chefs to be cooking less inspired and less exciting [cuisine]. Not everybody has to create confusion in the world of food." So classic terrines and coulibiac of salmon sit neatly and niftily updated at Daniel.

In recent years, New York chefs have moved away from complicated food Instead of recreating another izikaya or trattoria, they're looking once more at French classics—steak au poivre, rillettes or a balanced Niçoise saiad. At Dirty French, Boulud alum Rich Torrisi serves classic cuisine with a wallop of '80s kitsch, right down to the tunes and hot pink Dirty Dancing font on the cover of the menu. The restaurant is housed in the buzzy Ludlow Hotel, and din ner reservations are pretty much essential—though I have it on good authority that the more loosey goosey lunch does an incredible French dip, banh mi and grilled oysters.

There's also the great Andrew Carmellini, another Boulud protege, who sharpened his skills in the kitchen at Le Cirque, helped open Café Boulud in 1998 and struck out on his own in 2009. In 2013, he opened Lafayette, a





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Gabriel Kreuther at work in the kitchen of Danny Meyer's The Modern



stunning grand cafe and bakery in spired by the year he spent cooking in France. In a city known for its fast pace, Carmellini's simple approach to everyday French fare encourages New Yorkers to spend mornings ingering over decadent croissants and stellar omelets. At night, it's oysters followed by beef tartare, sunchoke tortellini with chestnut and truffle honey, steamed black bass and fennel with shellfish jus, rotisserie chicken

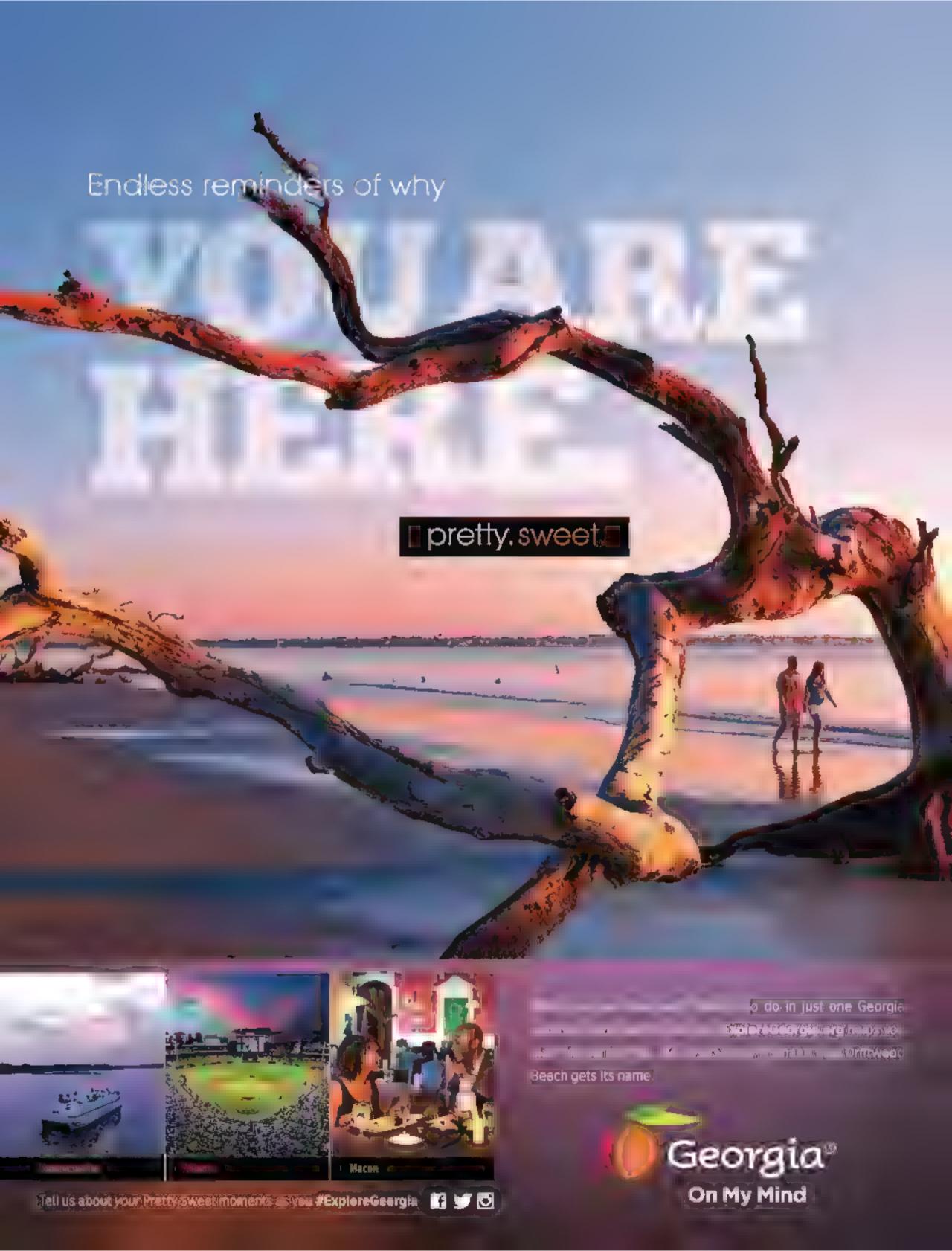
and the city's best pommes frites. It's simple, thoughtful food, executed to perfection

Perhaps the most anticipated New York launch is from chef Gabriel Kreuther, who any day now is expected to open his namesake upscale French-American restaurant boasting views of Bryant Park. Raised on a farm in Alsace, France, Kreuther has an appreciation for food that seems to be genetic. "We made a.most all of our own food," he says "I learned very early on how to differentiate quality ingredients from those that weren't at their best." This first-hand knowledge helped catapult Kreuther's cooking career, landing him in Jean-Georges Vongerichten's kitchen and, most recently, at Danny Meyer's The Modern.

"I think the public is enthusiastic about French food again because young chefs are taking the classic flavor profiles and reinventing [them]," Kreuther says. "[We're] using influences and techniques from other cultures to make exciting, lighter and brighter creations." Diners can expect complex, refined dishes: lardopoached Maine lobster with baby artichokes, a jamon emulsion and black garlic; dandelion ravioli with Benton ham hock boutlon, chickpea puree and porcini mushrooms; Spanish mackerel sashimi with black sesame seeds and eucalyptus syrup.

The person most excited to try Kreuther's new spot might be Boulud, who says he's looking forward to contemporary cuisine made with an Alsatian soul Boulud doesn't think he's the only one with an appetite for Kreuther's way of cooking. "French food is comforting," says Boulud. "Sometimes things come back be cause we have been craving them. It's good to know that these dishes don't go away so fast." "

For more from chef, author and teacher Andrew Zimmern, host of Bizatre Foods on the Travel Channel, go to andrew zimmern.com.

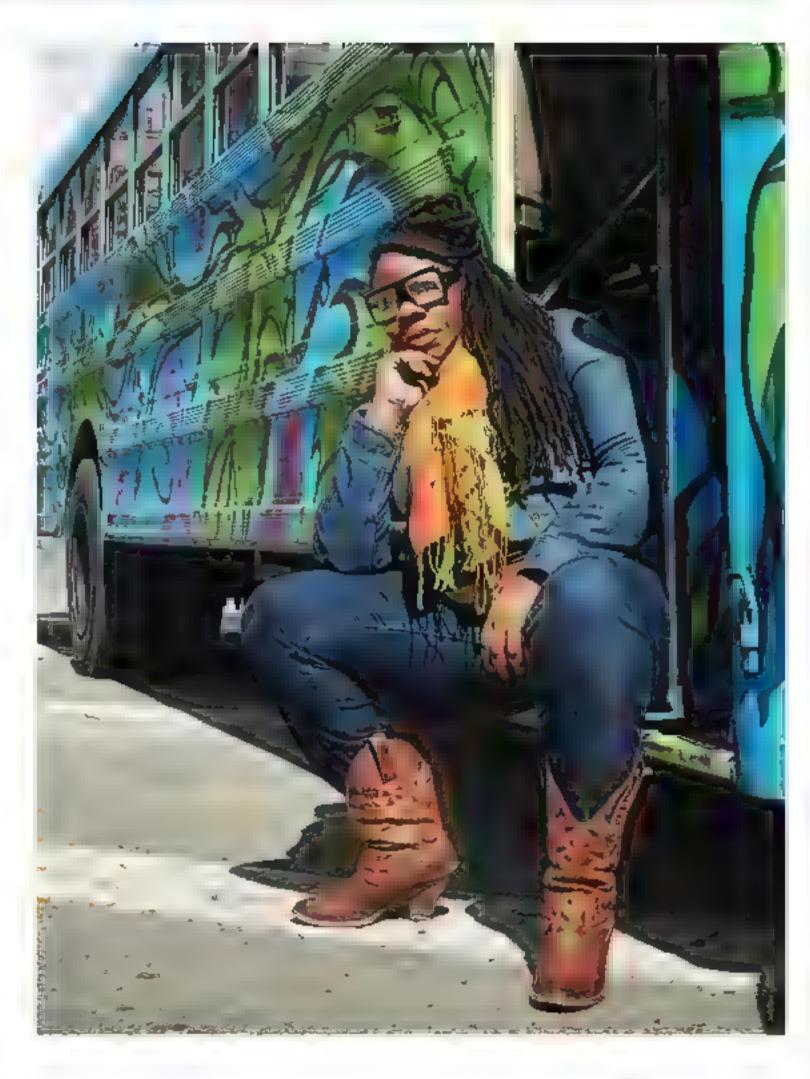




# FIGHTING HUNGER IN NYC

THE POOREST AND
HUNGRIEST
PEOPLE IN THE
COUNTRY LIVE IN
THE BRONX—IN THE
SHADOW OF THE
WORLD'S LARGEST
FOOD-DISTRIBUTION
CENTER, NO LESS—
BUT LOTS OF PEOPLE
ARE RUSHING TO
HELP FILL THE
NUTRITIONAL VOID.
BY DARA MOSKOWITZ GRUM EMAL

he dire emergency of hunger in the Bronx came into stark relief for Margarette Purvis one morning last summer. Purvis is the president and CEO of Food Bank for New York City, and part of her job is keeping a food-distribution warehouse going in the South Bronx, home of America's poorest congressional district, where 38 percent of the people and 49 percent of the children live below the poverty line. It's also home to Hunts Point Cooperative Market, a 60-acre food distribution center the world's largest—which serves New York City and much of the eastern seaboard.



Tanya Fleids of the BLK ProjeK with her mobile food market, which brings fresh produce to Bronx residents. The warehouse is also the means by which the Food Bank collects food from manufacturers and gets it on trucks to go to soup kitchens and such at domestic-violence shelters and other emergency housing. "It was a hot day, just sweitering," remembers Purvis. "And suddenly, two women, with four

children, just showed up at the warehouse. One child was in a wheelchair. One woman was pregnant. They were all dehydrated. Sunburnt. They had walked across the whole South Bronx looking for food. It was only then that we realized the last food pantry had closed in the Bronx."

The staff at Food Bank got the women and children water and a hot meal and filled grocery bags for them by ripping open the boxes on the forklifts. But, clearly, that was not enough to address the larger problem.







TOP: Picking fresh eggplant from a Green Bronx Machine urban garden. воттом: A man gets a hot meal at a senior center in New York City.

Throughout the Bronx, different groups are scram bling to heap solve a problem so big and multifaceted that it almost defies comprehension. On the one hand, the Bronx

is still New York City, so it can be prohibitively expensive to open a new food pantry site. Plus, the cost of living is sky-high: The Economic Policy Institute estimates that a family of four paying market rates would need more than \$90,000 a year in the Bronx just to make ends meet; meanwhile, the actual median income of the district is roughly \$34,000. That's why community churches don't have their own food pantries: "They're having a hard time just keeping their own lights on." Purvis says.

On top of these crises, the Bronx is ef-

fectively what's known as a food desert, with few grocery stores selling healthy food at market rates. Instead, the borough has corner stores or bodegas that mainly sed convenience foods such as chips and soda. Consequently, the Bronx also leads the nation in obesity, and generations of children are growing up without a sense of what healthy eating is. How to even begin?

For Stephen Ritz, the answer is: Begin in the schools, Ritz started Green Bronx Machine, and he has set up vertical urban farms throughout the city, reaching students from preschools to postsecondary schools. The students learn about how vegetables grow-and then they take them home "Thirty-thousand pounds of food ater, my favorité crop is organically grown citizens," Ritz says. "I have 200-pound sixth-graders. Kids who have never had a pet, never mind a zucchini. I give them a lima bean in a paper towel in a glass jar—you see them start to nurture

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it. Then we are growing arugula, mint, tomatoes. There's a trickle-up phenomena. We've taken attendance from 40 percent to over 90 percent in some classes. Grandma comes in to get the bag of vegetables, and the whole family is eating better."

Donna Colonna, CEO of Services for the UnderServed, and Mike Hollis, SUS farm manager, also see growing food as part of the solution. That's why there will be a raised-bed farm opening this spring on the roof of a 17-unit residential building in the Bronx for families whose head of household has a disability. "Tomatoes, collards, any kind of vining plant you can imagine, they all grow well on a roof in the city," Hollis says.

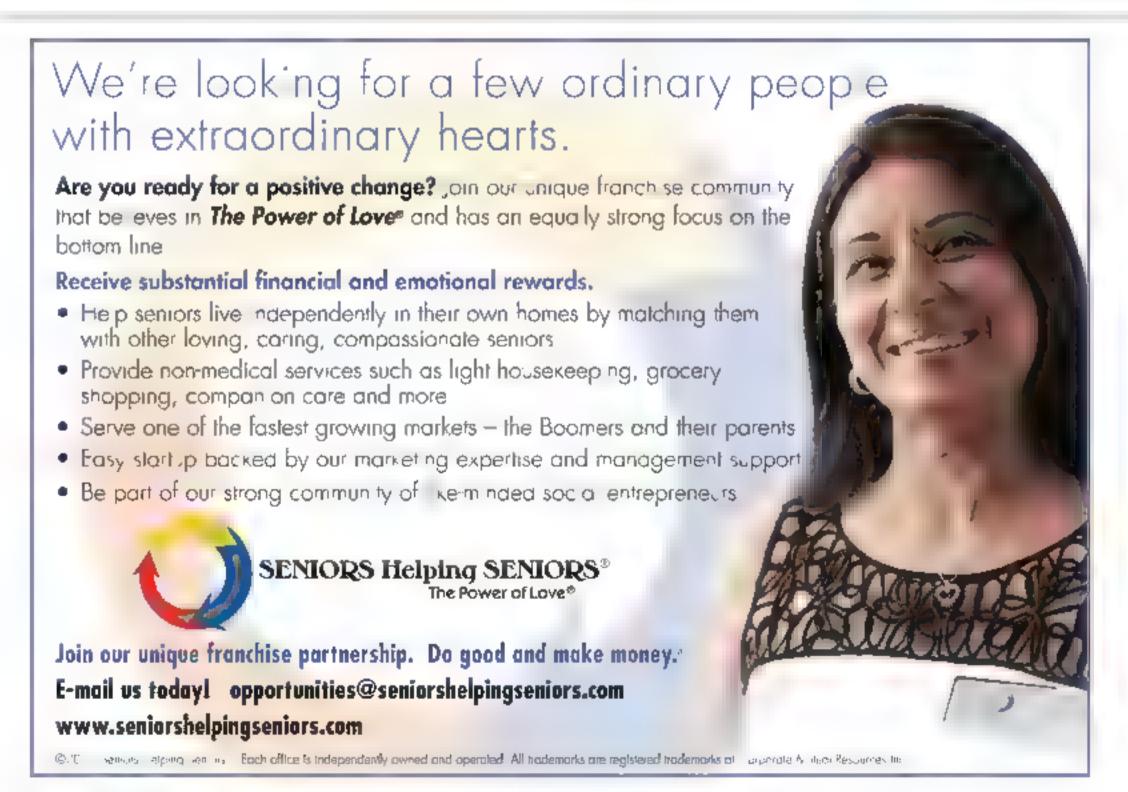
Getting the most disadvantaged citizens involved in farming has added benefits, says Colonna, who helps those facing the greatest barriers to housing in the city, including people with intellectual and developmental disabilities,

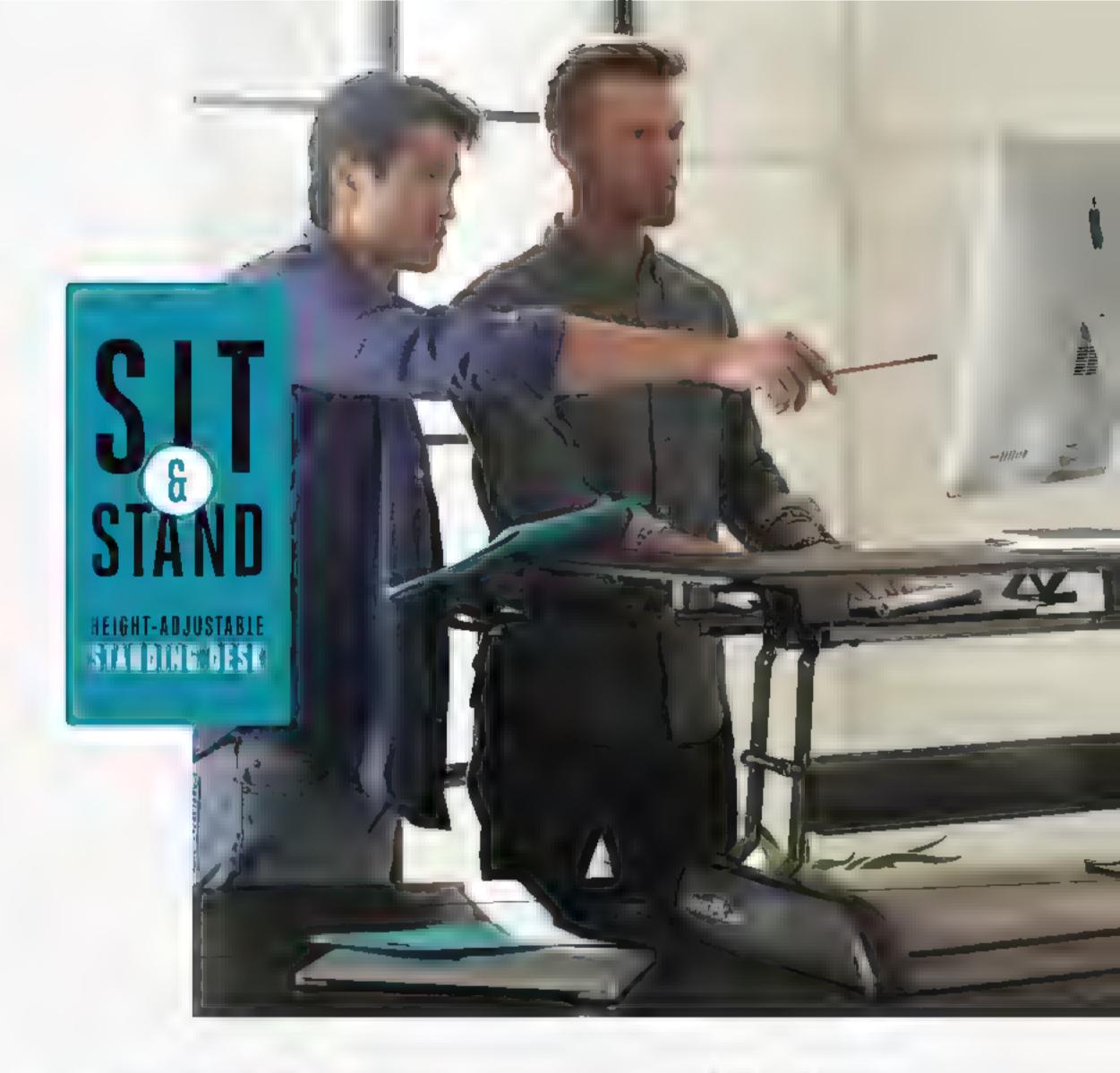
the long-term homeless and those with mental illness or substance abuse problems. "Our mission is based on the idea that everybody matters," says Colonna, "but while housing is key, and employment is key, that first element is often connectivity, just helping people think they have a life. Getting that connection to plants and growing food, to weeding, to a place to go where your work matters, that can be the first step that makes the rest possible." That's why all of SUS' new housing will have some sort of urban farm component, whether it's on the roof or on the ground.

Of course, the great majority of Bronx residents are neither in supportive housing nor interacting with the schools. To help them get real food, Tanya Fields of the BLK ProjeK rehabbed a school bus into a mobile food market and stocks it with everything from greens to avocados. Think of it as a food truck with the same

low overhead and low staffing needs, she says. The real message she is bringing by bus, Fields says, is: "We value you.... We all say in our culture: 'Time is money,' If you're talking about people in the Bronx, now you're talking about people who are already stressed in that equation, they're already working twice as hard for half as much. And they might have a three-mile. walk for good-quality food. What we say is, "We understand, we hear you, and we're going to bring what you need to have a good dinner tonight to you.' When people climb into the bus and see a good-quality. pesticide-free tomato or avocado, they are happy to pay for it."

But even with all of these initiatives, will anything truly move the needle? "It has to be an all-hands-on-deck moment," says Purvis of Food Bank for New York City. "We really can solve hanger. It's a tangible mission. If you provide food and access to food, you can end hunger."





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# EN POINTE

BREAKOUT BALLET STAR MISTY COPELAND ON THE LACK OF DIVERSITY IN CLASSICAL DANCE AND WHY THIS MIGHT BE THE BIGGEST YEAR OF HER CAREER. BY CHRIS CLAYTON

0

n a recent afternoon in Manhattan, ballet's biggest star, Misty Copeland, is in a town car heading to a photo shoot for Bandier, a boutique selling high end workout clothes from the likes of Stella McCartney and Norma Kamali. Copeland is a soioist with New York City-based American Ballet Theatre, widely considered the top company in America,

Also in the car are ABT dancers Gillian Murphy, a principal, and soloist Stella Abrera. That Bandier tapped these three to model its latest leggings and tank tops makes sense. In the age of \$100 yoga pants and barre



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classes that are harder to get into than some nightclubs, proballerinas are the plutonic ideal of luxe fitness: strong, beautiful, glamorous.

With Copeland, Bandier gets the added bonus of aligning itself with that rarest of rare birds in classical dance: the breakout star. Ask a ran dom guy in Iowa to name a famous ballerina and his answer will probably be, "I have no clue," But it might be, "Misty Copeland." Which is saying something.

Her national profile has ballooned thanks to her appearances in ads for Under Armour and Diet Dr. Pepper and her turn as a guest judge on So You Think You Can Dance? The talk show invites have helped, too, as has her best selling autobiography,



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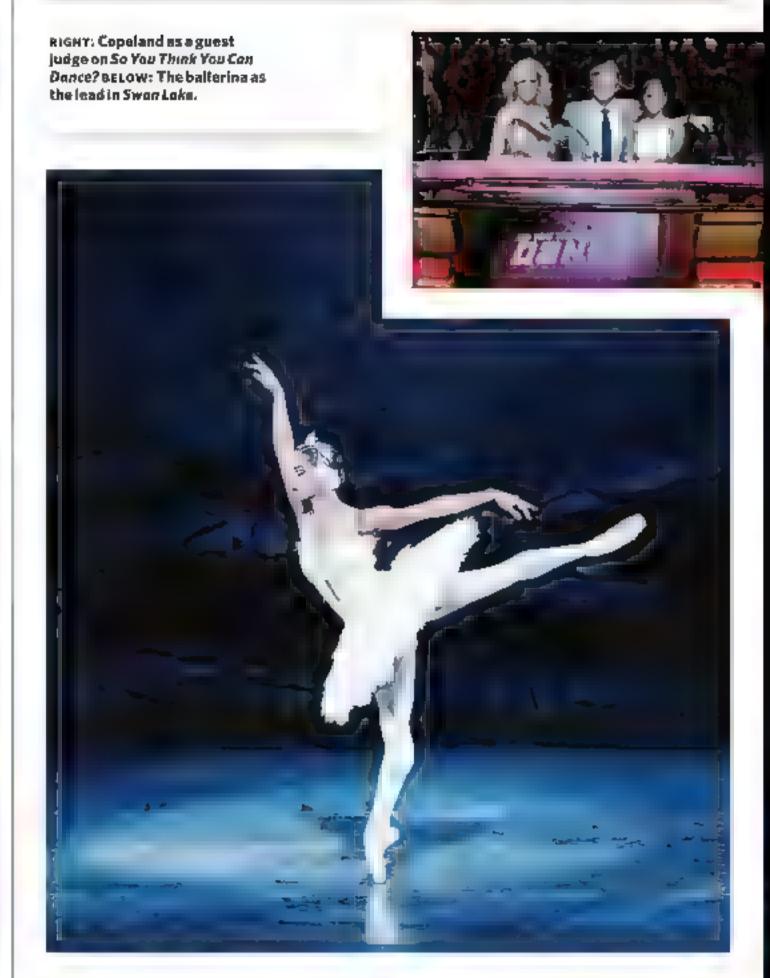
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which is being turned into a movie. The most surreal sign of her crossover success came a few years ago when Prince called her out of nowhere and invited her on tour and to star in one of his music videos.

Copeland is a gifted dancer who radiates charisma, but that doesn't fully explain her pop appeal. Most elite ballet companies look like the 1946 Brooklyn Dodgers-that is, extremely pale. Cope, and is black and didn't start ballet lessons until age 13, about 10 years later than most of her professional peers. Making her rise even more improbable: She's 5-foot-2, curvy and muscular, and ballet likes its women tal. and willowy, Misty Copeland is an underdog, in other words, and America loves its underdogs.

As a result, the 32 year old has be-

come a role model for unlikely balleri nas. She's the first African-American soloist at ABT in more than 20 years and hopes to someday be its first black principal dancer. Some companies hold annual auditions for principal spots, but ABT promotes dancers to the top when it feels they're ready. Copeland has danced major roles since becoming a soloist at age 24 -Clara in The Nutcracker, the Firebird in the Stravinsky ballet—but admits that she needs a few more under her belt before she's ready for ballet's pinnacle.

"This season is a big one for me," she says by phone on the way to the Bandier shoot. She's referencing ABT's spring programming, which launches this month and has her dancing big parts, including Juliet in Romeo and Juliet and Odette and Odile in Swan



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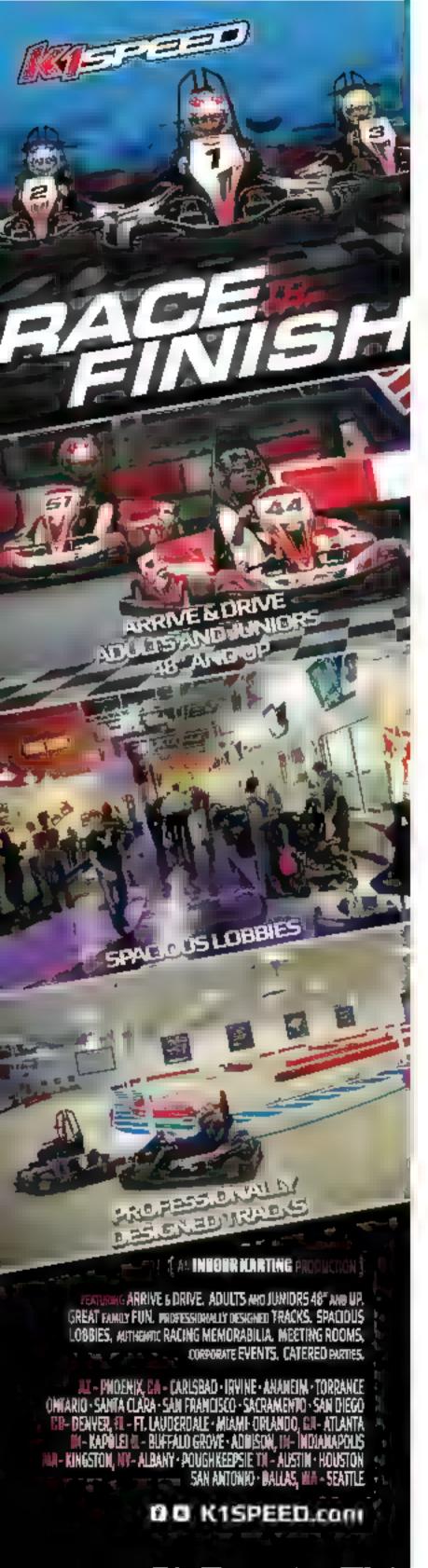


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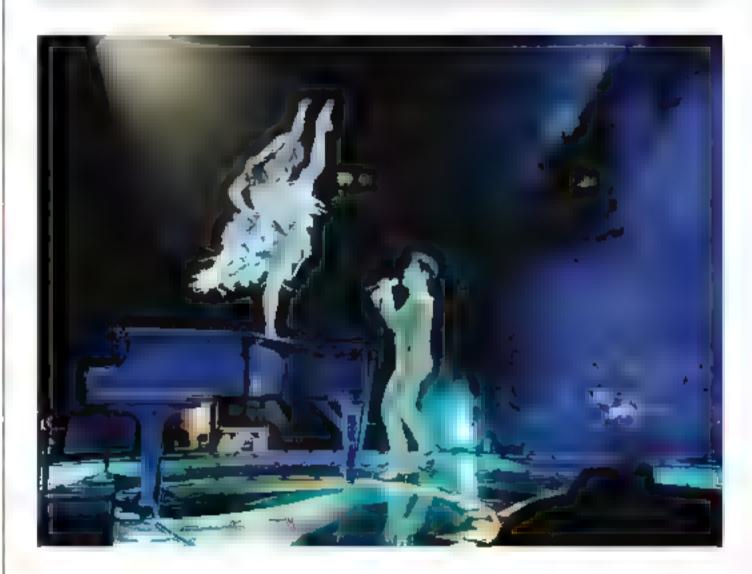
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Misty Copeland and Prince perform during his Welcome 2 America Tour at NYC's Madison Square Garden in February 2011,



Lake. "As a soloist, if you're getting opportunities to dance principal roles, that's the path to being promoted You're being tested to see if you have what it takes—the stamina, presence and maturity as an artist to carry an entire company and an entire ballet for two to three acts."

Copeland seems fairly Zen about it all (she stays sane by traveling, cooking, listening to Drake songs and hanging with her boyfriend, lawyer Olu Evans). When she joined ABT's main company at age 18 in the corps de ballet (the dancers who frame the soloist and principal dancers), her goal was to win a principal position. Today, she sings a slightly different tune: "I think more so than reaching a position, it's to bring awareness to people who are not familiar with the classical ballet world and the fact that it lacks diversity. Niche art forms [such as bailet] are not often forced to change." Things are getting better, though, says Copeland, who works with ABT's Project Pl.é to increase racial and ethnic representation in ballet. She also mentors dancers of color around the country, often v.a quick, inspirational phone chats, emails and texts.

It wasn't so long ago that Copeland was the one in need of a mentor. Ra.sed

in San Pedro, California, by a revolving door of stepdads and a mother who struggled to care for six kids, Copeland discovered ballet at a local Boys & Girls Club. Her teacher, Cynthia Bradley, was so impressed by the teenager's ability to mimic movement that she invited Copeland to live with her and her husband part time to further her studies. Copeland was a prodigy, and by 15, she was winning dance competitions and studying at the prestigious San Francisco Ballet School.

Her rise hit a bump when her mother, believing Copeland no longer need ed the Bradleys, forced her daughter to move home full time. The young ballerina panicked and unsuccessfully filed for emancipation. An ugly and very public custody battle followed, though all claims were eventually withdrawn.

"What I experienced at 15 and all the publicity I got—it's not something I'd ever want to do again or something someone that age should experience," she says. "But all of that makes me who I am. The way I grew up, the struggle—it's helped my perseverance as a ballerina." She says that she and her mother have had their ups and downs since then, but that the incident ultimately brought her fam.ly closer.

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#### EDITORS' PICK

#### **Brooklyn Spirits**

Greenhook Ginsmiths, Tooker Alley and Lavender Lake sound nke watering holes for a clientele more fantastical than the sort roaming across New York's East River, But in fact, they're a few of the craft distilleries and bars featured in Brooklyn Spirits: Craft Distilling and Cocktails from the World's Hippest

Borough by powerHouse Books In this "distillery-to-glass" cockta I book, authors Peter Thomas Fornata e and Chris Wertz profile Brook yn-made spirits. and the bars that shake and pour them. Throughout are shots of garnished libations that bend ight like freshly blown glass, and accompanying recipes encourage home mixologists to craft. their own drinks—fit for mythical creature and mere human at kel brooklyn-spirits.com



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Copeland spent her remaining high school years before graduating studying with a different dance teacher At the age of 17, she accepted a contract with ABT's studio company and moved to New York City She hit puberty soon after, and her body morphed from skinny and delicate to full-figured and muscular, It took her a few years, but she came to em brace her physique and athleticism. Copeland dances hard for someone who looks so elegant and light on stage. In 2012, she was sidelined by six stress fractures in her left tibia an injury that's proof of the grueling physical reality beneath ballet's graceful façade

Former dancer and writer Wendy Perron recalls visiting an ABT company class about two years ago: "It was 10 in the morning, and I saw Misty at the barre and her technique was just dazzling right off," says Perron, former editor in chief at Dance Magazine and author of Through the Eyes of a Dancer, "Her legs are so strong, knees so straight and back so supple—she just has this athletic approach. It's very clean and direct." Perron believes that Copeland will be promoted to the principal rose after ABT's spring season. "She's got all these big roles coming up. Plus, three ABT principals are retiring, which helps her odds."

Does Copeland tire of all the attention-the speculation on her future and the constant focus on her skin tone and body type? "I understand my positioning and why people are interested in me, and I'm OK with that," she says. "It's a positive message I'm sending. You can have a healthy lifestyle and image and not fit into this mold of what people assume a ballerina should be or what color they should be. I'm proud and happy to share ballet with so many people." And with that, the world's most famous ballerina says good-bye and pirouettes through yet another photo shoot. <a>¬</a>



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# WINEFLIGHT

ANDREA ROBINSON, Master Sommelier



to my wine students, "You do." Although many people assume that a high critic's score guarantees a wine will be great, the truth is that wine preference is personal only you can determine which wines you like

That said, there is one attribute of "great" wines that nearly all wine pros agree on, and that is longevity.

don't mean the enduring popularity of the brand or winery but rather a measure of how the wine ages, improving with time in the bottle and gaining scents and flavors that simply cannot exist in a young wine

For reds, that often includes notes of leather and mushrooms, for whites, it is typically a nutty-toasty, caramelized character For both, the overall wine becomes allumgly complex. Quite simply, bottle-aged wine is a not-to-be missed taste experience for every wine lover

The problem is that the classic wines for reliable aging (top-ber American and European reds) cost \$100 and more per bottle. To solve this problem, my husband John and I honed a list of "affordable agers" a few years ago when we wanted to buy wines to commemorate the birth year of our children-bottles that we could share with them when they are able to drink wine legally.



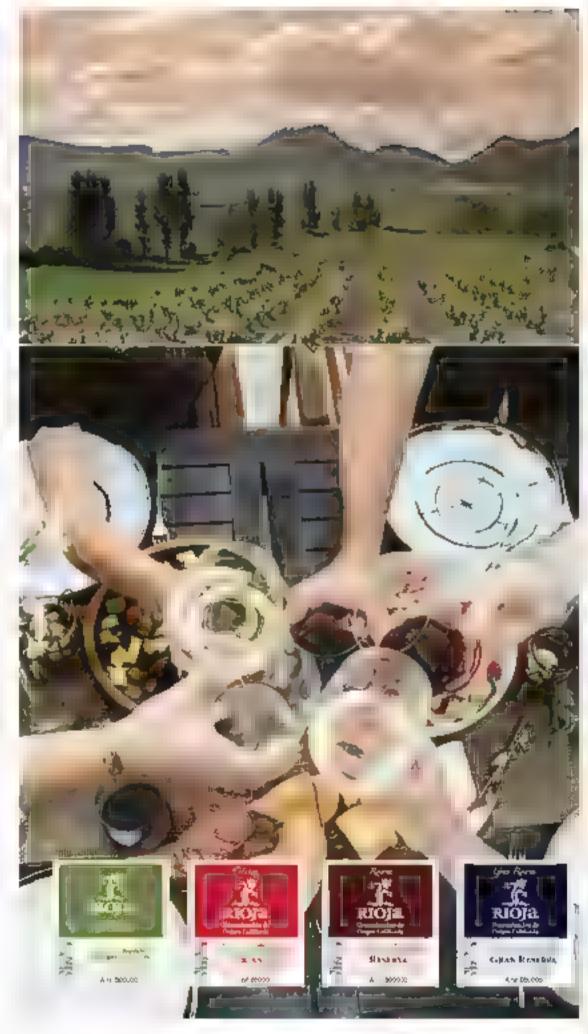
Affordable agers are a great way for you to try bottle-aged wines without spending a fortune and they'll help you avoid the disappointment of opening over-the-hill bottles you saved that didn't age well. Here are some of the affordable wine types that do:

German Riesling Kabinett and Spatiese With flavors that morph from fruit salad to French bakery over time, these wines deliver deliciousness across the age spectrum. I have tasted sublime 20 and 30-year-old wines from our onboard winery partners Selbach and Loosen in the Mosei region. On release, the bottles range from \$18-\$30

Coasta California Chardonnay Look for top producers from the Sonoma Coast, Santa Maria Valley and Russian River Valley regions. The wines are so bright and charming you will be tempted to drink them young, but 5-10 years of patience will reward you with bewitching complexity that can't be beat in the \$30-\$60 price range A few of my favorites: Chanin, Mount Eden Vineyards, Au Bon Climat and Sonoma-Cutrer (the latter two are Delta ONE picks)

Chiant, Riserva: I have recently tasted decades-old bottlings from Delta One picks Frescobaldi, Antinori and Monsanto. (I love my job!) Be sure to get the real-deal \$25-\$40 bottle, not the \$8.99 straw-covered basic Chiant.

Spanish Rioja Reserva and Gran Reserva. Rioja wineries actually age the wine for you, meaning current releases from the great wineries may be 8-10 years old. Case in point. Now through July you can taste Bodegas Ontanon 2004 and Bodegas Riojanas 2007 on select Delta ONE flights. Enjoy:



# GUARANTEED QUALITY & ENJOYMENT.

Rioja wines are created to pair with every style of food and occasion. From just right for your resados, there's sure to be a Rioja just right for your ifestyle and budget. Aged at the winery so they're ready to drink when purchased, and quality guaranteed, you can count on Rioja to be a smart choice and always vibrant.

Look for the Rioja class fication seals on the back of every bottle of Rioja to be sure you'l get what you pay for. Salud Visit riojawine.com to learn more.



# **Great Wine Destinations**





CHATEAU FONTAINE

Located in the heart of the Leeianau Peninsula and paying homage to the French immigrants who settled here in the 1800s. Dan and Lucie Matthies welcome you to faste their multi-award-winning wines.

231,256,0000 chateaufontaine.com



45 NORTH VINEYARD & WINERY

A hand hewn post and beam barn is a showplace as the testing room. One of the most popular stops in the area for its beautiful location and award winning wines. Put up a chair in the tasting room and try the Peach Crémant 231 271 1188 // fortyfivenorth.com



**BEL LAGO VINEYARDS & WINERY** 

Be Lago's picturesque backdrop provides and impeccable setting to enjoy the wines and an educational experience. The wines pair perfectly with food and are outstanding on their own. Off the beaten path, it's worth the drive 231.228.4800 // bellago.com



THE RIVERSIDE INN

This historic innincoted on the river in downtown Leiand is just a short walk to Fishtown and the beaches. The Riverside's world classiding with views from every table and four charming innincoms await your arrival.



CHATEAU GRAND TRAVERSE

Distinctive wines, stunning views, winery tours and contemporary lodging make this a most lise winery in the region. With 41 years of family winemaking, this is Northern Michigan's oldest winery. Known for their world-class Rieslings. 800.283 0.247 // cgtwines.com



SHADY LANE CELLARS

A new outdoor patio is a major upgrade for visitors to enjoy the outdoors surrounded by vineyards. Guests always have admired the restored century, old fieldstone tasting room with tastings from winemaker Adam Satchweil 231,947,8865 // shadylanecellars.com



BRYS ESTATE

Savor award winning estate grown wines, book a stay at the guesthouse, or relax on the upper deck overlooking Lake Michigan, Just named one of the Top 10 Hottest Wine Brands in the US. They are doing great things with Pinot Noir 23, 223,9303 brysestate.com



VISIT UP NORTH VACATION RENTALS

Having your own house in wine country is favored by many travelers. From cute little cottages to spacious beach houses, visit up North offers vacation rentals where beaches restaurants and vineyards are only minutes away 231.922.8922 // visitupnorth.com



**LELAND LODGE** 

Nothing in Northern Michigan can compare with the irresist bie charm of The Leiand Lodge. Imagine a sun-it breakfast on your balcony as you map out your le sure y day in wine country.

231 256.9848 // lelandlodge.com

WINE TRAVELER

PROMOTION

### TRAVERSE CITY, MICHIGAN, USA

# Pairing Wine With Fun











Divas Uncosked June 12

Chemies D'Vine/National Chemy Festival – July 4-11

Leelanau Wine on the Water Festival July 18

Taste of Traverse City Festival – Sept 18-20

Traverse City Tourism 800-TRAVERSE (872-8377) Traverse City.com City's wine region in Northern Michigan, you may want to pursue other interests beyond the enjoyment of visiting wineries. The arts, music appreciation, relaxing on the beach, running, biking and kayaking are interests that may also occupy your thoughts. This area has plenty to offer to accompany your visit to its wineries.

Wine-related tourism in Traverse City, Michigan continues to grow in popularity as this locale takes shape as one of America's top emerging wine regions. With nearly 40 easy-to-navigate wineries on the Leelanau and Old Mission peninsulas, wine lovers enjoy aid-back tasting rooms and wines that that surprise and delight

Visitors to the area not only enjoy visiting the wineries they also combine other interests to enhance their travel experience. "We have a lot of things to do in this area," says Traverse City Tourism President/CEO Brad Van Dommelen. Opportunities for recreation and education are scheduled throughout the year with wine as the backdrop.

The Traverse City Wine & Art Festival ushers in the summer season on June 20, 5,000 people attend this annual Saturday event held at the historically renovated Village of Grand Traverse Commons, a onetime asylum. Aside from local wine and food favorites, you can attend a painting class with local artist Stephanie Schlatter whose Art Meets Wine program invites you to taste three wines and create three paintings based upon how the wine tastes. Wine Education is offered with classes such as "Not Your Mama's Rose" and "Getting Naked with Chardonnay" presented by local humorist Michael Schafer.

#### WINE TRAVELER

PROMOT CN









While many wine regions in the western United States and other countries have been established in a desert climate, one of Traverse City's most alluring qualities is an abundance of lakes, rivers, streams and white sand beaches.

to the winery's dock and enjoy wine as you cruise through the meandering Lake Leelanau Narrows. The Sleeping Bear Dunes National Lakeshore IS a short drive away where beach lovers may enjoy a glass of wine overlooking an area known as the "Caribbean of the North"

There is no shortage of foodie finds in the area. Small Plates is an event offered in August by select wineries to sample gourmet fare paired with

a glass of wine within the intimate setting of the tasting room or vineyards. Michigan Heirloom Tomato Caprese with Opal Basil and Grilled Romaine Salad with Michigan Sweet Corn are seasona, favorites.

Pack your running shoes and shorts to enter the Leelanau

Harvest Stompede in September. About 900 runners begin the race at Ciccone Vineyards on Leelanau Peninsula. It's considered one of the most unique races in the country and a great event for spectators. The one-of-a-kind course mean-Boathouse Vineyards allows you to tie up your boat or kayak dees through rolling vineyard rows that are heavy with ripe

wine grapes that are soon to be picked. The race is designed for both serious and recreational runners, with options for a 5K walk, 5K run or 7 mile run. 23 wineries along the Leelanau Peninsula Wine Trail participate in a tasting after the race

Try something unique by walking above the vineyards at Brys Estate on their new upper deck and Bridge Above the Vines. Black Star Farms has developed a "wow factor" as an agricultural

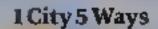
destination complete with a horse farm, creamery, equestrian facility, wine production tours and tasting room. Traverse City offers a scenic retreat complete with local wines and funactivities that create new experiences and memories for those who have come to visit.



Northeast Italy's enchanting
Prosecco region has been
writing its story, creating wines
that captivate and inspire.
The inimitable Mionetto style
is expressed in this refined
Prosecco Brut, with its seductive
aromas and flavors of honey,
golden apple and white peach.

Experience Mionetto's world of sparkling inspiration.





# LONDON

THERE'S MORE THAN ONE WAY TO DISCOVER A DESTINATION





**FROM THE POSH PARLANCE OF DOWNTON ABBEY** to an all-out international obsession with Kate Middleton's wardrobe, Britain is now, more than ever, part of the Zeitgeist, and London is leading the way. The cosmopolitan capital is dazzling to the unaccustomed, yet it never ceases to surprise the well-acquainted. From the achingly hip Shoreditch to the swanky Mayfair, there is always something to be discovered among the cobbles and winding streets that surround the river Thames. Experience the buzzing food markets, a slew of free museums and the unrivaled pub scene, and you will soon find out, as Samuel Johnson did, that to be tired of London is to be tired of life.

# LONDON



## TRENDSTER



**4 WHERE TO STAY** 

#### Ace Hotel London Shoreditch

The hip American hotel brand is making its mark across the pond in London's trendiest neighborhood. From a photo booth for selfies to record players in the rooms and guitars on the walls, this playfully cool boutique hote also boasts a covered location acehoter.com



#### 4 LUNCH

#### Meat Mission

Starting life as a food truck, the Meat L quor brand of upscale burger restaurants has taken London by storm. This branch is housed in a tarmer mission off Hoxton Square, a fave hipster haunt. Go for the Dead Hippie burger meatmission.com



## FOOD OBSESSED

#### W. E.ETOS RYD

#### **Dean Street Townhouse**

Nabione of the 39 rooms in this chic Georgian-style hotel in the heart of Soho and you be well placed to expiore London's tood scene. Breakfast here is traditional down to the teal poured, but it might take its famous bloody many to get you out from under the bubbles of your freestanding tub. deanstreettownnouse.com



#### < MORN/NG

#### Southwark's food markets

Munch toasted cheese sandwiches from the raclette stall and slurp an oyster or two at Borough Market, a mainstay for street food. before heading to nearby Maltby Street Market, where the real gourmets can be found (along with a killer jam doughnut from St. John Bakery), boroughmarket org.uk



## ROYALIST



#### WHERE TO STAY The Goring

A favorite of Queen Elizabeth and now Kate Middleton, who stayed here the night before her wedding to Prince William, this impeccably British luxury hotel is a short. walk to Buckingham Palace, thegoring.com



Take your morning cupps at a cafe in this charming. London park, situated between House Guards Parade and Buckingham Palace. Take note: If the Union Jack is flying on the royal abode, Her Royal Highness is home.





## **FAMILY** ADVENTURER



#### **♦WHERE TO STAY**

#### Marlin Apartments

A great way to see London is to stay in one of the city's many serviced apartments. These are often similarly priced to a hote, but have familyfriendly amenities like a kitchen and washer/dryer marimapartments.com



#### A MICRN N.

#### Museum of London

Unassuming on the outside but captivating for all ages on the inside, this museum's endless. artifacts and interactive exhibitions let you explore the city's rich history. Don't miss the Victorian Walk, which includes a replica of a 19th-century pub. museumollondon.org.ak



## PUB CRAWLER

#### WHERE TO STAY >

#### The Fox & Anchor

Start your morning Brit-style with a cold brew at this Victorian gin parace/boutique hotel. The now-trendy area surrounding the Smithfield meat market is famous for early or hking, as financial workers and beef hawkers alike guip postnightshift pints foxandanchor.com



#### LNCHI

#### Ye Olde Cheshire Cheese

The sign outside this landmark pub humbly reads "rebuilt 1667" A rabbit warren of gooks and corners. everyone from Dickens to P.G. Wodehouse drank here. Take in a Sam Smith's ale with historic pub grub such as steak and kidney pudding.



#### THE REAL PROPERTY.

#### AFTERMOON Broadway Market

Stroll along Regent's Canal to this market where vintage clothing stalls sit beside street food, boutique flower vendors and purveyors of single-origin coffee, all culminating in the green of London Fields. *broadwaymarket.co.uk* 

#### DINNER > Brixton Village Market

Rock on down to Electric Avenue (the real one) and into the sprawling covered arcades that surround the Brixton tube station. It's an ethnically diverse food market by day and trendy urban enclave by night *brixtonmarket.net* 



#### NIGHT OUT >

#### Experimental Cocktail Club

While most Londoners avoid Trafaigar Square on nights out they make an exception for this speakeasy...n Chinatown Sip on sophisticated flavors—basilinfused cachaça, perhaps? served in vintage-inspired glassware. chinatownecc.com



#### **∢LUNCH**

#### NOPL

This spot is part of the Ottolenghi empire, and chef Ramae. Scully keeps some of the trademark touches (such as the bowls of salads that greet you as you enter) but has also introduced tems of his own, including coriander seed-crusted burrata with blood orange, ottolenghico.uk



#### 4 TEATIME

#### The Wolseley

First built in the 1920s as a luxury car show-room, this grand deco space is now home to London's favorite high tea, which in this case is more of a feast than an afternoon snack *thewolselev.com* 



#### Tayyabs

A trip to London is never complete without a curry. And locals line up for the Punjabi cuisine at Whitechapel's Tayyabs. Save room for a spice-infused hoard of Tayyabs famous lamb chops. fayyabs.co.uk

#### LUNCH

#### Galvin at Windows

Take in a 360-degree view of the city from the London Eye to Hyde Park at this glamorous restaurant on the 28th floor of the London Hilton in Maytair galvin atwindows.com



#### **TEATIME**

#### **Kensington Palace**

The Ouke and Duchess of Cambridge (and Prince George) now call this home. Some of the palace is open to the public, and the glass-paneled orangery serves up some of the best afternoon tea in town. orangery kensingtonpalace.co.uk



#### 4 DINNER

#### Dans le Noir?

Rumors have it that Prince

William and Kate have dined anonymously at this romantic Clerkenwell spot, where dinner is served in the pitch black by blind waiters. You never know—as you eat in the dark from a surprise menu, the next table might just be royalty tondon.danslenor.com



#### **ALUNCH**

#### Masala Zone

This testive microchain serves up some of the best Indian fare in the city. Grownups should opt for the generous Grand Thali, and kids will appreciate unique offerings such as naan pizza and more. masalazone.com



#### Warner Bros. Studio Tour

This spring saw a major expansion of the Making of Harry Potter tour, a short train ride from London New additions include the original Hogwarts Express train. wbstudiotour.co.uk



Fans of Jamie Oliver will love his family-friendly Italian restaurants, boasting creative pasta dishes and prosecco on tap. *jamieoliver com* 



#### BEER TASTING >

#### Bermondsey Beer Mile

A series of archways along the railway south of Tower Bridge is home to London's most cutting-edge breweries, which host tastings on Saturdays Start with the Kernel, which serves up stellar pale ales and stouts. thekernelbrewery com



#### DINNER

#### The Anchor & Hope

Bring your appetite to this mother ship of gastropubs. The roasts rule here, with rib of beef, steak and confit pork displayed along side epic vegetable dishes. anchorand hopepub.co uk

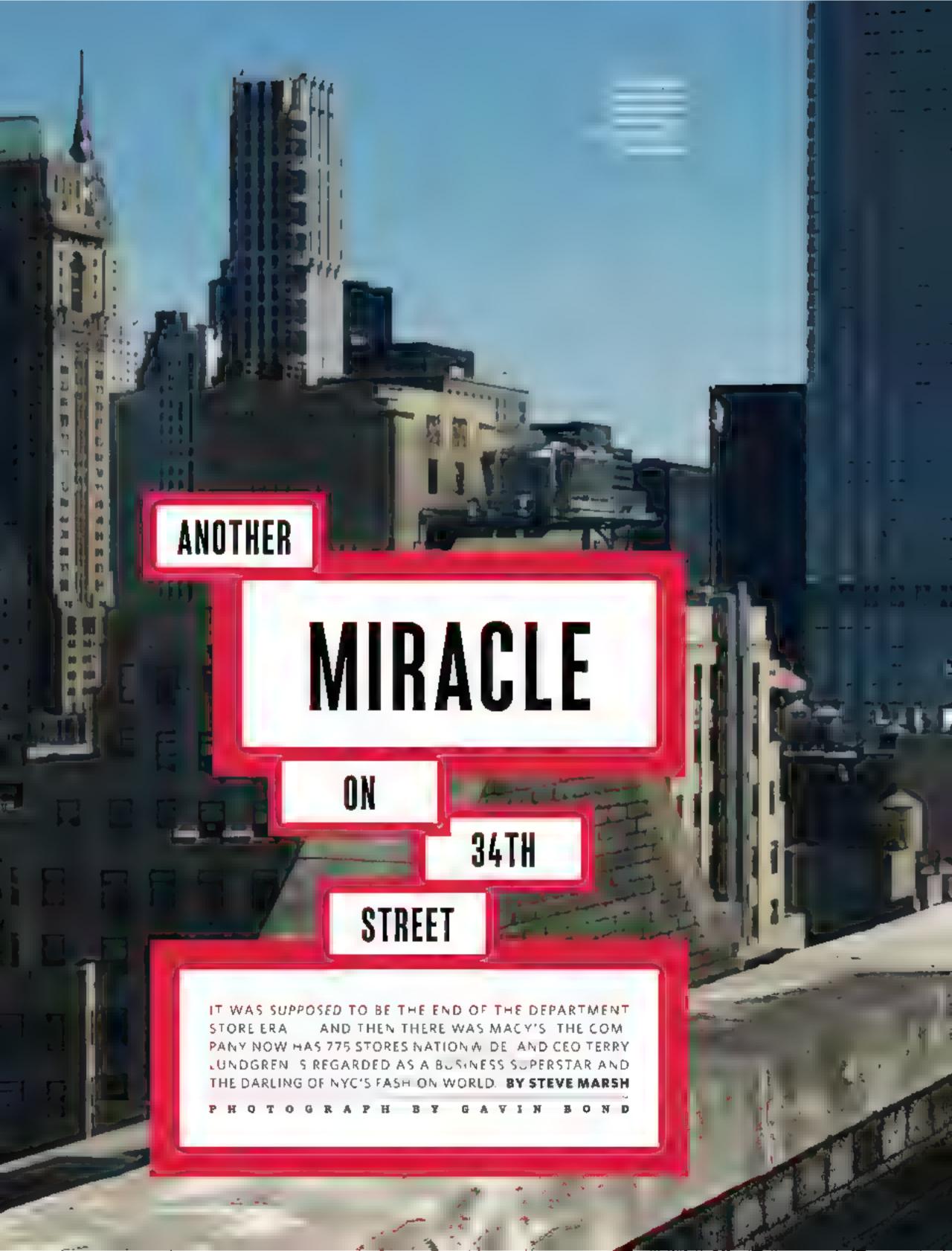


#### *<b>4LATE NIGHT*

#### Worship Street Whistling Shop

This speakeasy includes an in-house lab and a private Dram Shop where groups can sample an array of elaborate Lipples. whistlingshop.com









MOONACHIE, NEW JERSEY, is only 25 minutes away from Macy's famous flagship store on 34th Street in Midtown Manhattan. But as you pass by swamps and football stadiums, it feels farther than a mere Uber ride away. All those elegant skyscrapers and smartly dressed people spilling in and out of Macy's Herald Square could be in another country. But it's out here, tucked away in a gray industrial park, where the Macy's magic is manufactured.

Macy's Parade Studio is a 140,000-square-foot facility with 50-foot ceilings and a five-ton indoor crane. Twenty-seven employees work year-round on all the scenic elements for both local and national events: Macy's Flower Show, Macy's Fourth of July Fireworks (the biggest fireworks display in the country), Macy's Santaland and the crown jewel of Macy's extravagant event calendar: the Macy's Thanksgiving Day Parade.

The studio is a massive operation, but it's basically run as an oversized Broadway theater scenery shop. On the production floor, John Piper, Macy's vice president in charge of the studio, walks us past Santa's float, which is getting refurbished with small repairs and a new coat of paint, "We have to get all the floats through the Lincoln Tunnes," he says. "So we do all kinds of Macy's magic—some of them fold into themselves, some of them hinge, some of them come apart." We pass painted scale models of balloons—Spider Man, Mickey Mouse, Wimpy Kid, Big Bird, Snoopy—and he explains the process of designing them, testing them, modeling them, building them and testing them again.

In 2005, Macy's acquired May Department Store Company, becoming a national chain that now has about 775 Macy's and 50 Bloomingdale's stores across the country. So the Parade Studio works on a truly national basis: building a new tree to go on the roof of a Macy's in Atlanta, an 80-foot Christmas tree next to the skating rink for the Macy's in San Francisco, a nine-story holiday light show at Macy's City Center in Philadelphia. It's obviously burning through millions of dollars, which must be a record retail marketing expenditure. The Macy's parade—with its roughly two dozen floats, 800 clowns, 5,000 volunteers—brings 3.5 million people out along the parade route, basically shutting down New York City from Central Park West to 34th Street. True, more than 50 million people also watch it on TV nationwide, but that's an extraordinarily expensive commercial. I ask Piper how much money Macy's CEO Terry Lundgren devotes to the parade each year. A PR rep steps in to politely demur, explaining that the company never discusses the parade's budget: "It's our gift to the city of New York." But Piper beckons for me to follow him into an office. "Here it is,"

he says, pointing to a framed picture of Santa Claus. "We have about the same budget as this guy."

BACK ON 34TH STREET, I want for Lundgren outside his office-in the same wood-paneled conference room on the 13th floor that was made famous in the 1947 Christmas classic. Miracle on 34th Street. This is where R. H. Macy, portrayed by the vaudevillian Harry Antrim, gives his impassioned "store with a heart" speech in defense of Santa Claus's counter intuitive sales techniques in Miracle. The real R.H. Macy, who founded Macy's in 1858, d.ed in 1877—he never saw the approximately 2.2 millionsquare-foot Herald Square store open in 1902. It became the largest store in the world when it expanded in 1924, and it still claims the title

(there is a store in South Korea that may be bigger, but Macy's argues it's more of a mall situation and not really a single enclosed store). New York legend Ralph Lauren grew up dreaming his first fashion dreams in this place. "As a kid, the sheer size of it made it more than a department store," Lauren says, "And it still is."

Lundgren understands how important New York is to his company. His brand is one of the city's largest employers, with 31,000 employees in the metro New York area. With 20 million annual visitors, the flag ship store is reportedly second only to the nearby Empire State Building as a Manhattan tourist destina

tion. Lundgren has plans to expand Macy's internationally—Abu Dhabi is confirmed for 2018. And he knows that a huge percentage of his global audience first encounters his brand at the Herald Square store. He has made restoring its twinkle a priority: The store is in the final phase of a four year, \$400 m.llion renovation.

When Lundgren enters the room, it's obvious why the leader of perhaps the most middle American brand of all time—the first store to offer all things to all people-has been embraced by everyone from sharks on Wall Street (not only did Macy's survive the recession, its share price has grown sevenfold since the spring of 2009) to the celebrity and fashion elite. It's his 63rd birthday, and the man is a silver fox. He's tall and lean in a gray Ralph Lauren suit and a dark Calvin Klein tie. He looks like a guy who belongs in the front row at Fashion Week, "We're the biggest buyer for most of these brands," he says. (Macy's sells more Ra.ph Lauren, Tommy Hilfiger and Calvin Klein than any other retailer ) "I'm friendly with several of them, but the real reason I get a good seat and they smile at me is because of the amount of business we do-and I clearly get that message."

Landgren has been described as the last true merchant. Unlike many of his executive rivals who started in finance or operations, Lundgren



actually came up in retail, getting hired at Bullock's department store in Los Angeles after putting himself through college waiting tables (his dad cut him off as a sophomore). He worked his way up, first as a buyer, then as a store manager, then as talent recruiter, before getting bounced from Federated and popping up as the CEO of Neiman Marcus. He returned to Federated as CEO of Federated Merchandising Group (the company's private brand operation) in 1994 and then in 2003 became CEO of Macy's Inc. (which also owns the Bloomingdale's chain), known at the time as Federated Department Stores Inc. I mention that there's something ancient sounding about the word merchant-echoes of bazaars and souks of antiquity. "I started out as a lamp buyer," he says, "so I'm kında right in there!"

There is something magical about the art of selling, something beyond spreadsheets and market analyses and bottom lines, something Lundgren seems to intuitively get. Making the sale is as primal an art as there is in the business world, and it remains liquid, Marshal Cohen, the chief industry analyst at NPD Group, says that in the online era the game has changed dramatically, "it used to be that the consumer would try to keep pace with the retailer," Cohen says. "Well, those days are long gone." On the elevator to Macy's corporate of

fices, there's a quote from Winston Churchill: "To improve is to change, to be perfect is to change often." According to Cohen, Lundgren's strength is the restlessness of his innovation, his desire to keep on trying new things. "It's like a hockey game," Cohen says. "You gotta skate to where the puck is going to be, not where the puck is now. Because by the time you get there—especially with almost 800 stores—it's over. Most retailers are constantly playing catch up. Macy's is trying to stay ahead."

Next to the door outside Lundgren's office is a placard that reads, "Chief Customer Officer " It could be perceived as a cheesy Trumanesque "Buck Stops Here" touch, but it really is the key to his merchant strategy. "I start with, How would the customer feel about this decision?" he says. "And then I figure out, OK, after that, now are we going to make money?" Lundgren was one of the first to recognize that most of Macy's sales don't even originate in the stores anymore. "Two-thirds of our customers start with their desktop or their iPad or their phone," he says. "Then they decide, 'What do I want to buy today? And where do I want to buy it?" Lundgren bet big on his experiment with omnichannel strategies, introducing "buy online/pick up in store"

Lundgren's biggest talent might be his ability to recognize a mistake and to quickly change course. He learned how to do this early in his life, as a secondyear veterinary student at the University of Arizona. Now he has the best (and certainly only) cow artificial insemination story in retail.

"I literally have my left arm up the back of the cow, with the glove on, searching for the ovary, and my buddy behind me says, 'Terry, see that guy over there?'There was a ranch hand who had a pail of oats in his right hand, walking 50 feet away from us, and, unfortunately, his left arm was amoutated. And my buddy says, 'He lost his arm doing exactly what you're doing!' I started laughing hysterically. Like it was a joke. And then I just said to myself, 'What am I doing? I don't want to do this for the rest of my life."

His hand-up-the-cow moment at Macy's happened after the acquisition of May. "We had 14 different names," he says, "Marshall Field's in the Upper Midwest. Filene's in Boston. Foley's in Texas. All family names. All of them mercantile exchanges that started in their downtowns, just like Macy's and Bloomingdale's. But I knew the regional stores were not working. There was emotional attachment to those stores, but there's a difference between emotional attachment and actually shopping at the store." In 2006, Lundgren changed all 400 of them into Macy's, betting that by extending his national clout he could trump local resentment. "That was a business decision that was crystal clear," he says. But he didn't stop there. With My Macy's, he updated in-store technology so it. could more numbly respond to the different regional demands. Then, in 2009, realizing he needed his marketing to speak with even more of a singular voice, he consolidated divisions, revised in-house communication and beefed up marketing.

"Macy's was always a good company," says Ralph Lauren. "But they became a great company when they brought al. their divisions and regions together without sacrificing their identity. They have created a brand that people know and trust, no matter where they are located."

But to truly understand why Terry Lundgren is so good at what he does, you need to visit his dojo: I ask him if he can take me on one of his famous surprise walk throughs.

"Love to," he says.

After riding down in the Churchill quote elevator, packed fall of corporate women leaving for the day all of whom seem to be delighted by this opportunity to chat with their reader—we start out on the second floor, in women's shoes. 1 hold my position just off his right wing and ask what exactly he's looking for.

"I want to see who the customers are," | continued on page 110.

BELOW, CLOCKWISE: Herald Square in Manhattan at night; Women's shoes at Macy's Herald Square; Tommy Hilfiger and Lundgren at the store's 150th anniversary celebration.









# BEACON

#### **DUTCHESS COUNTY, NEW YORK**

An 85-minute train ride from Grand Central along the leafy banks of the Hudson River will carry you to Beacon an ever-evolving, once-industrial town that now packs a world class cultural punch. Thank the visionaries behind the Dia Beacon art center, housed in a former Nabisco box printing factory smack on the river, for igniting the city's renaissance. Opened in 2003 and situated only steps from the train station, Dia Beacon boasts 300,000 square feet and celebrates the Dia Art Foundation's post-1960s to present-day collection. Think Richard Serra's monumental works, Dan Flavin's light sculptures and murals courtesy of Sol LeWitt, to name a few. Make a night of it and check into the wonderful, industrial-chic Roundhouse that occupies multiple historic structures, including the country's first lawnmower factory Explore Beacon's bustling Main Street with its two dozen-plus galleries and shops, rent a bike to explore the atmospheric riverfront and wind down the day back at the Roundhouse over a dinner of poached Maine lobster with roasted fenne...

# CONEY ISLAND

#### BROOKLYN, NEW YORK CITY

Named Konijn Eiland, or Rabbit Island, by early Dutch settlers, the ocean-facing barrier Island was renamed Coney—an other moniker for the rabbit—by the British Regardless of the etymology, the once prevalent bunnies had moved on in the post-Civil War years when the area became "America's Original Playground," descended upon by thousands of visitors from all classes and walks of life during summer weekends. The country's first roller coaster opened here; games and attractions sprang up; enclosed amusement parks such as Luna Park and Steeplechase Park soon took center stage. Today, Coney Island-now a peninsula after the channel was closed up in the 20th century-boasts three miles of Atlantic-facing beach. Wander along the boardwalk, explore the Coney

Island Museum and the New York Aquarium, watch a Brookly n Cyclones baseball game, ride the legendary and historic Cyclone roller coaster and the 50-odd other amusement rides and take in the fireworks that kick off at

9:30 p.m. on Fridays during the summer. And don't forget to try a hot dog in the birthplace of the frank by hitting Na than's Famous, home to the annual July 4th hot dog-eating contest, paired with a side of signature crinkle fries. Best of all, Coney Island is only a 45-minute subway ride from Manhattan via the D, Q, N and E trains to Stillwell Avenue.

ABOVE LEFT: Roundhouse restaurant in Beacon. OPPOSITE. Valets outside The Thayer Hotel in West Point.



of Federal and Tudor references scattered among the more somber neoGothic edifices. Guests can take a guided bus tour that encompasses the West Point Cemetery, the West Point Museum and other points of interest on the campus. If you decide to stay overnight, the

baronial-chic Thayer Hotel at West Point sits on the academy grounds and commands impressive views of the Hudson Wander the campus from your riparian perch (just keep identification onhand for the multiple checkpoints) before settling in for a cocktail and pub fare at the hotel's Zulu Time Rooftop Bar and Lounge, which dates from 1884.

# WEST POINT

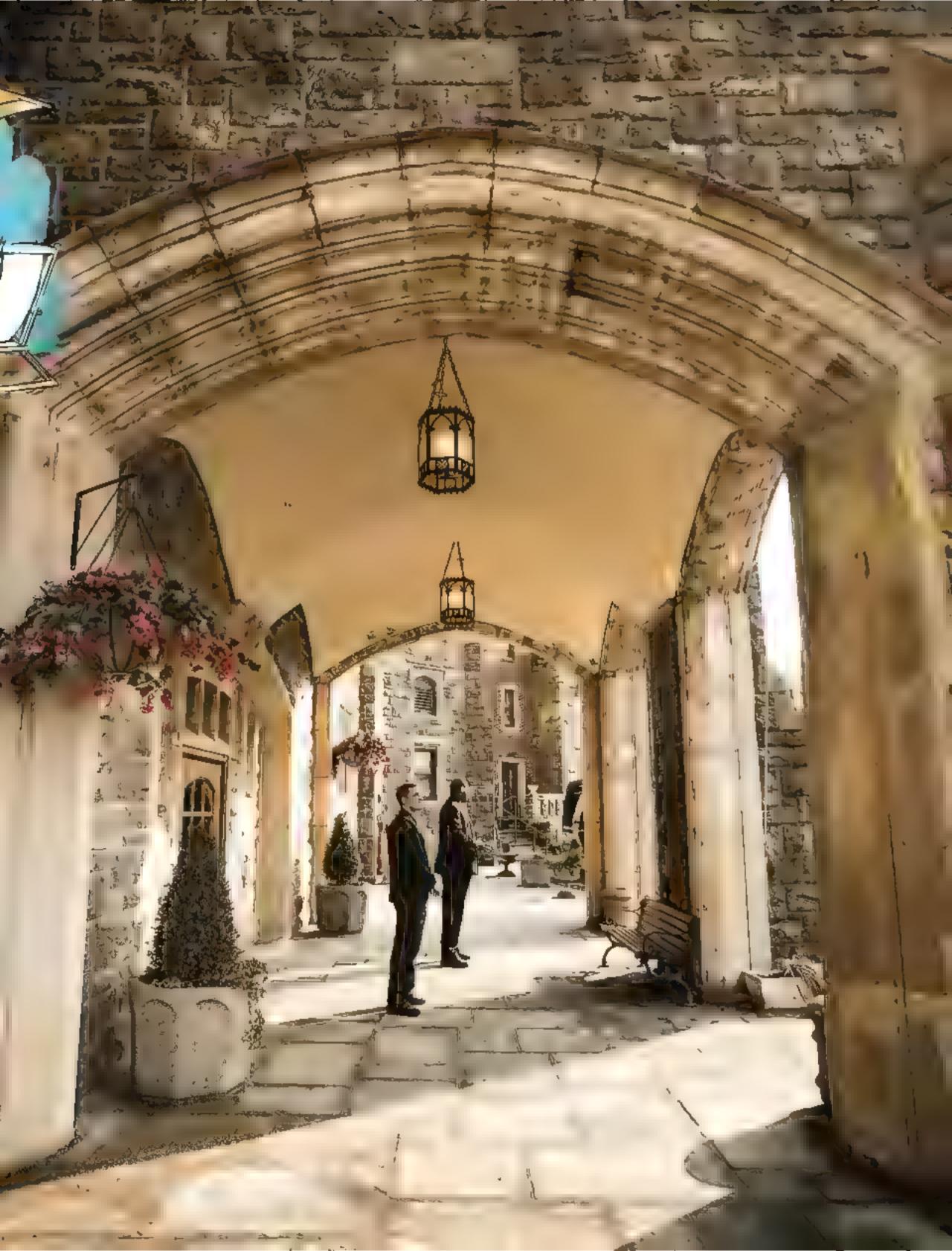
#### ORANGE COUNTY, NEW YORK

More than 3 million visitors each year pay homage to the legendary United States Military Academy, which has been turning out top-notch, top-ranked graduates since 1802, Situated 50 miles north of NYC (a one-hour, 40-minute bus ride from Manhaitan's Port Authority), the campus occupies an S-curve on the west bank of the Hudson River that was pivotal during the one-time fort's role in the American Revolution. A National Historic Landmark, the campus boasts impressive architecture crafted of gray and black granite with dribs and drabs

# GOVERNORS ISLAND

#### MANHATTAN, NEW YORK CITY

Situated between Manhattan and Brooklyn, this once-tiny island played important roles in colonial and Revolutionary eras and continued to serve as a fortification well into the 19th century, Later, when workers excavated the Lexington Avenue subway line in the early 20th century, the landfill was added to this island in the heart of New York Harbor. more than doubling its former size. The Army controlled the island from 1794 until the 1960s-followed by the Coast Guard—before the isle was decommissioned. In 2003, 150 acres of the island



were granted to the people of New York, while the remaining 22 acres became the Governors Island National Monument, controlled by the U.S. National Park Service. Today, the ever-evolving isle is accessed via a seven-minute public ferry that departs from Lower Manhattan on summer weekends (the park reopens May 23). Rent a bike and take in the stunning views of the bustling harbor and the Statue of Liberty; watch a baseball or soccer game; explore the 200-year-old Castle Williams fort; or relax in one of the vibrant red hammocks or Adırondack chairs scattered across the Hammock Grove. Better yet, head to the island for one of the now-famous Jazz Age Lawn Parties that draws would-be flappers for Prohibition inspired afternoons of swing dancing.

# **ELLIS ISLAND**

#### JERSEY CITY, NEW JERSEY

Situated just off Jersey City, this atmospheric island in New York Harbor welcomed millions of immigrants during its tenure from 1892 to 1954. It's estimated that up to 40 percent of all Americans can trace at least one of their relatives back to El.is Island. Catch the ferry from either Liberty State Park in New Jersey or Lower Manhattan's Battery Park and enjoy a scenic ride that gets you up close and personal with the Statue of Liberty (plan a stop to visit Miss Liberty, too, if you've never done so). Gape at Ellis Island's monumental and beautifully restored Great Hall, watch the 30-minute film Island of Hope, Island of Tears and search the ship manifests, a repository for more than 51 million passenger records. The guided, 90 minute Hard Hat Tours of the Hospital Complex takes visitors from the 750-bed complex to the remarkably well-preserved laundry as well as the immigration center's kitchens, disease wards and autopsy room. It's all very poignant and moving.

# TARRYTOWN

#### WESTCHESTER COUNTY, NEW YORK

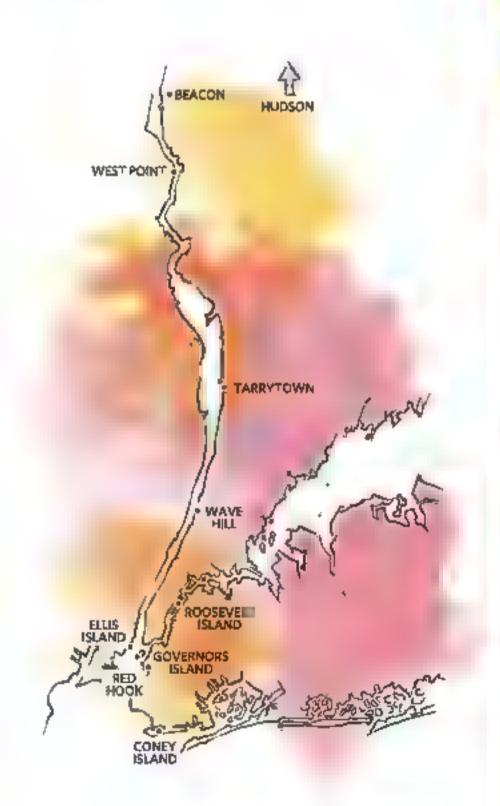
Among the Hudson River towns that stretch north of NYC, Tarrytown is easy to reach and loaded with options. Only 25 miles north of Midtown Manhattan, this charming riparian village is easily

accessible via the Metro North Hudson Line (approximately 40 minutes) and will quickly carry you back in time. The Dutch named the area Terve Town, aka Wheat Town, but that soon became Tarrytown. Today, the viliage is the perfect steppingoff point to visit nearby attractions such as the sprawling Rockefeller estate, Kykuit, with its stunning home, gardens and art collection (from Picasso to Louise Nevelson and Henry Moore); the incredible Stone Barns Center for Food and Agriculture, a nonprofit farm and food education center (book well in advance for a

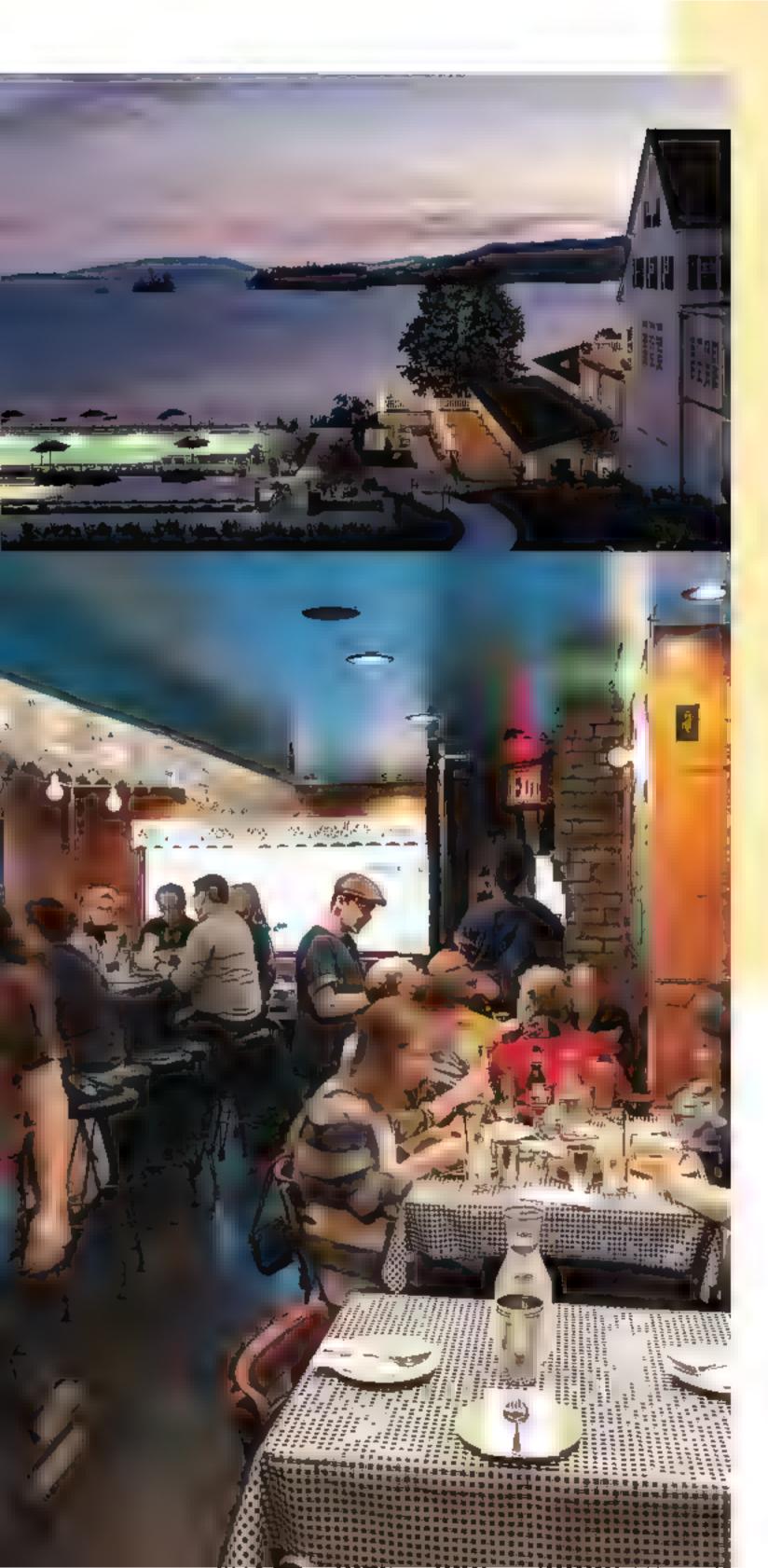
locally sourced meal at the complex's Blue H.ll at Stone Barns eatery); robber baron Jay Gould's Gothic castle, Lyndhurst; Anglo-Dutchera Philipsburg Manor and writer Washington Irving's Sunnyside home. But before stepping out, don't overlook

**CLOCKWISE FROM** TOP LEFT: A table setting at Pok Pok NY in Red Hook, Brooklyn; The Sagamore Resort in Lake George; Pok Pak NY.

the bustling village's attractions, including its Music Hall (Rufus Wainwright performs on May 8; Pink Martini hits the stage on May 10), colorful shops and eateries such as sleek RiverMarket Bar and Kitchen (think handmade pasta with Hudson Valley lamb ragu).







# NEW YORK'S UPSTATE GEMS

Visitors are drawn to New York City like bees to honey, but residents know that you shouldn't discount the rest of the state. Here are a few winners to add to your next, tinerary.

Vintners and visitors have flocked to the Finger Lakes in western New York thanks to the gorgeous scenery surrounding the region's It akes and the microclimates that protect area vines from winter's bite. Start your tour with the excellent rieslings at Hermann J. Wiemer on Seneca Lake before sampling the standouts at Dr. Konstantin Frank in Hammondsport. Then make a break for the fermented apple jurce at Bellwether Hard Cider, with a tasting room just outside of Ithaca. Between flights, get out for some hiking and be sure to check out the Corning Museum of Glass.

Like a cruise ship that's set anchor in a most. idyilic port, the Victorian-style Sagamore Resort on Green island in New York's Lake George offers an array of high-end amenihes—not to mention the stunning backdrop of the Adirondack Mountains. Visitors have access to plenty of waterfront activities, peaceful hikes, open-air dining and long boat rides, plus all the beauty that comes with being moored in the mountains.

If you're a fan of fly-fishing, the scenic and quaint Catskills region is a treasure trove of trout streams, including Rondout Creek Esopus Creek the Beaver K River, Willowemoc Creek and the Neversink River. The area also has some great skiing and snowboarding spots for winter visitors, including Belfeayre Mountain, Plattekill Mountain and Windham Mountain. And everyone can appreciate the crop of chic new boutque hotels, from the Hotel Dylan in Woodstock to the **Arnold House** in Livingston Manor and The Graham & Co. in Phoenicia.

# **RED HOOK**

Hunkered on the western edge of Brooklyn, the edgy Red Hook neighborhood mixes an off-the-grid sensibility with a decidedly hip and happening vibe. The nabe's formerly industrial waterfront has morphed from ugly duckling to hipster darling, mixing one-off shops and eateries with outposts of IKEA and NYC epicurean favorite Fairway Market not to mention stellar views of New York Harbor. Visit the unique Waterfront Museum, housed aboard a barge, shop Fairway for culinary treats and have a coffee in its harbor-facing, take-away cafe; sample key lime pie or a chocolatedipped Swingle at Steve's Authentic; wander the cobblestoned streets and sip a beer at classic dive bar Sunny's. When it's time to eat, head to Pok Pok NY, Mexican favorite Alma (visit the roof deck for the panoramic views of Man-

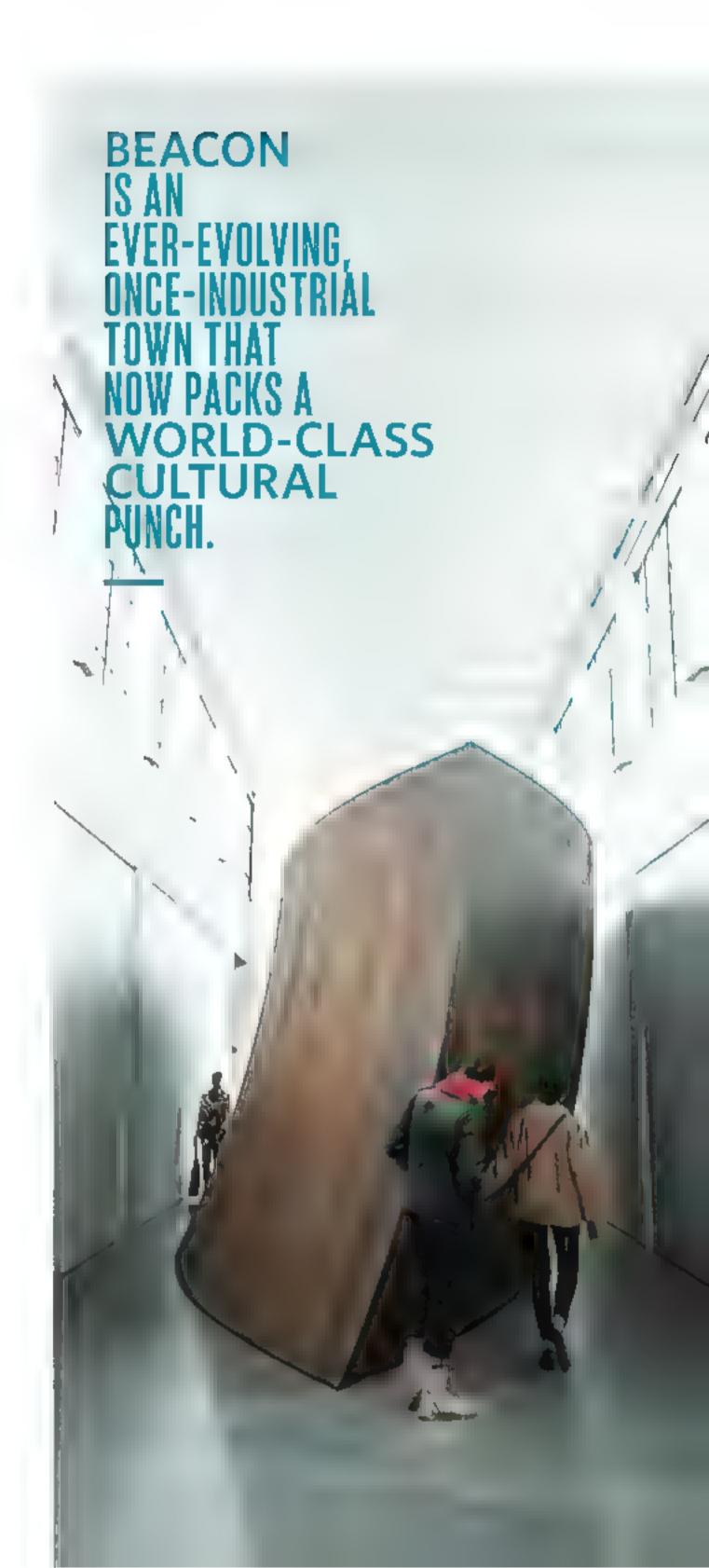
NIGHT: A
sculpture by
Richard Serra
at Dia:Beacon,
in Beacon.
FAR RIGHT: The
Roosevelt Island
Tramway carries
visitors to and
from Manhattan.

hattan) or The Good Fork (oh, the Good Fork burger!). How to get to this land that public transportation seems to have forgotten? Catch the jaunty yellow IKEA Express ferry from Pier II, Slip A in Wall Street and enjoy a 20-minute windswept journey from Lower Manhattan past Governors Island to Brooklyn. Bonus. It's only \$5 on the weekdays and free on Saturday and Sunday

## HUDSON

#### COLUMBIA COUNTY, NEW YORK

Perhaps the buzziest-aka hip, hip, hip of the Hudson River towns, this former whating village (note the smiling whales on the street signs) attracts droves of current and former city dwellers thanks to the terrific mix of art/culture/dining/antiques paired with periodperfect architecture. Hop off Amtrax (a two-hour ride) and wander: Hudson is concise enough that you will be able to navigate the entire town by foot, As Hudson's website proclaims, "Upstate's Downtown" boasts 300 historic buildings, 24 restaurants, 51 antiques shops and 12 home stores—and most of these are centered around charming Warren Street, the main thoroughfare, Expect plenty of culture, too, such as Basilica House, the multi-arts Hudson Opera House and performance artist Marina Abramovic's MAL an incubator for collaboration between humanities, arts, sciences and technology. On the dining front, there's the high-concept Crimson Sparrow (mackerel, beetroot, radishes, turnips and crème fraiche, for instance). Swoon Kitchenbar and superstar chef Zak Pelaccio's Fish & Game. On the hote. front, selections include the groovy-chic Hudson Merchant House and the cleanlined Barlow, Just outside of Hudson (and too far to walk, so take a cab), renowned painter Frederic Edwin Church's Victorian meets-Moorish-styled, river facing Olana home is a must visit; also nearby is Clermont, the longtime home of the politically prominent Livingston family.







# ROOSEVELT ISLAND

#### MANHATTAN, NEW YORK CITY

Head to East 59th Street and Second Avenue to catch the tramway, accessed via a MetroCard, for eye-popping vistas of Manhattan and Queens as it soars across the East River to Roosevelt Island. Two miles long and a tack-on to the borough of Manhattan, the former Welfare Island (and before that, Blackwell's Island) received its current moniker in just 1971. Today, the one time "welfare" hospitals—including the New York City Lunatic Asylum and infamous Smallpox Hospital—are long closed, but their vestiges remain. Scattered among the endless, and largely faceless, rental apartment buildings are historic remnants of the island's checkered past (such as the asylum's dramatic Octagon tower, now part of a residential complex). The island's southern end houses the eerie and magical facade of the Smatlpox Hospital, which sits at the foot of Frank in D. Roosevelt Four Freedoms Park. Sitting smack on the river, it's a visually arresting, modern urban space designed by Louis I. Kahn.

# **WAVE HILL**

#### THE BRONX, NEW YORK CITY

A 30-minute Metro-North Hudson line trap from Grand Central will whisk you up through Manhattan and across the Spuyten Duyvil Creek. From the Riverdale station, catch the free Wave Hul shuttle bus, where you'll ask yourself, "Is this really the Bronx?" as you arrive at the gorgeous, 28 acre public garden that looks onto the Hudson River and the pristine New Jersey Palisades. Enjoy the aquatic, flower, herb and wild gardens and myriad more. Plus, there's the lush Conservatory with its palm, tropical, and cactus and succurent houses; the Conifer Slope; and the T.H. Everett Alpine House. Finish off your visit with lunch or a spirited afternoon tea at the charming Café.



#### CITY ISLAND, THE BRONX

Tucked between the Bronx and Long Island, cozy City Island resembles a New England fishing village and has a throwback charm with its numerous seatood restaurants, antiques shops and galleries. To get to the island by public transportation, you'll have to take murtiple subways and a bus, but that adds to the fun (or follow our lead and take Liber). Once you arrive, explore the main thoroughfare, City Island Avenue, and the City Island Nautical Museum; take in the boats bobbing about at the myriad yacht clubs and the charming, shingle-clad and Victorian homes, meet a local or two, called "clam diggers," then decide where to dine. Favorite eateries include classic French boîte Bistro SK (try the "crêpe jambon et fromage" on the prix fixe brunch menu), retro-styled Artie's for clams every which way and the Black Whale.



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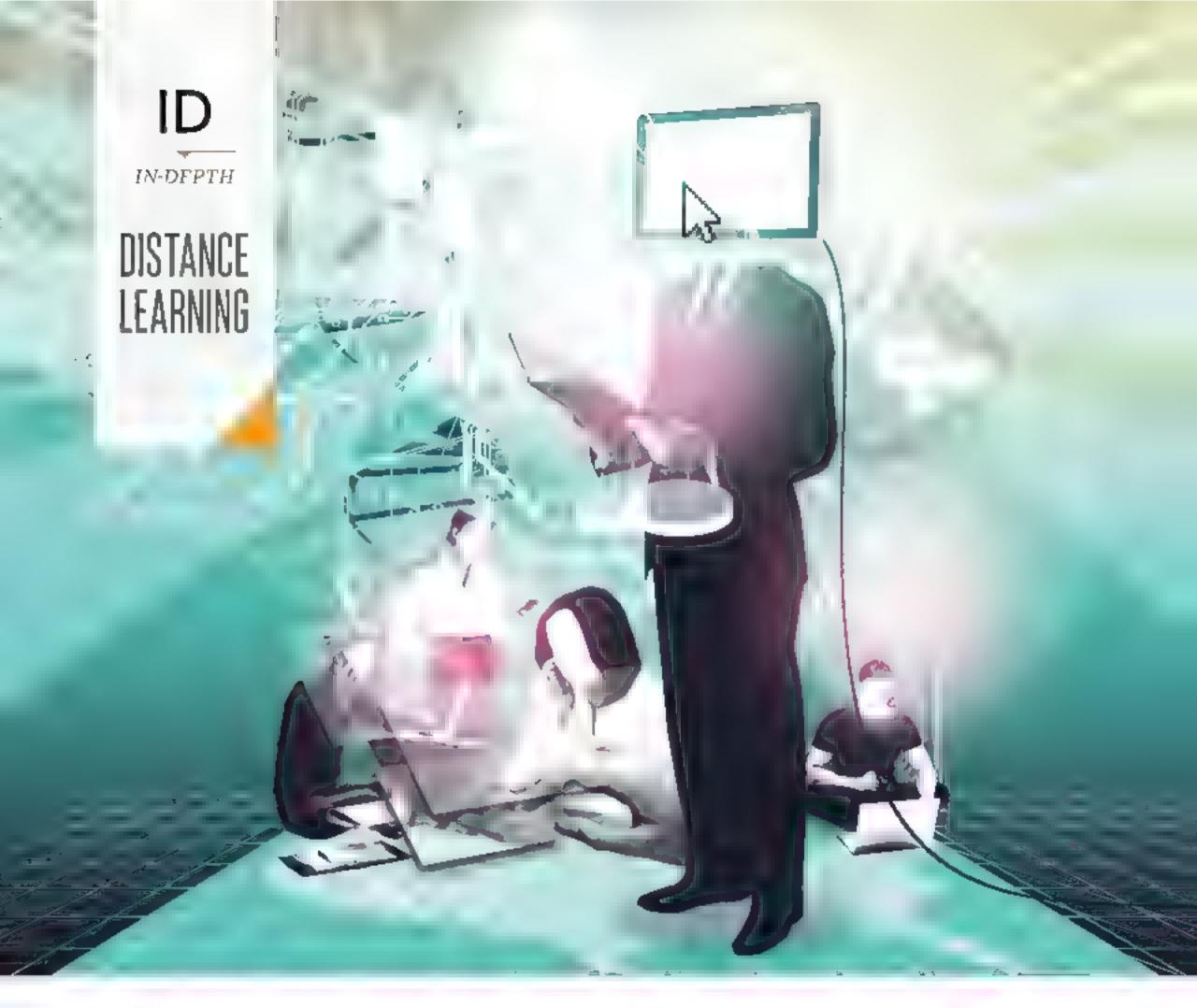
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# The Case for Quality

Reputable colleges and universities across the country are embracing distance education and finding ways to ensure that their product measures up.

BY SARAH ASP OLSON



efore Bethany Simunich changed her career path and dove headfirst into the study of how students learn online, the current director of online pedagogy and research for Kent State Online at Kent State University in Ohio, was a teacher in the most traditional sense.

"I started out as a face-to-face instructor," she says.
"I had no idea that the online classroom was different."

Simunich's first experience with online teaching came nearly 10 years ago as a graduate student. "I thought, 'I'm going to digitize my content, put it in a learning management system and I'm going to have a class, the magic is going to happen.' And it didn't."

What Simunich discovered then, and what she's focused her research on now, is the idea that face-to-face instruction often doesn't directly translate into what students most need in an online environment.

ELLUSTRATION BY MARIO WAGNER DELTA SKY / MAY 2015 85



"Prior to switching careers, I didn't know instructional design best practices, I was not as well versed on teaching methodologies and strategies that are out there," she says. "I initially got into this because I saw it as a problem I had that I needed to solve: My online courses weren't good, but I knew that they could be."

The growth of online education is hard to ignore, According to data compiled by the Integrated Post-secondary Education Data System, about 5.5 million students took at least one online course in fall 2013. In the same year, according to a Learning House, Inc. and Aslanian market research survey, more than 80 percent of public universities and half of private colleges offered at least one fully online program.

"I INITIALLY GOT INTO THIS BECAUSE I SAW IT AS A PROBLEM I HAD THAT I NEEDED TO SOLVE. MY ONLINE COURSES WEREN'T GOOD, BUT I KNEW THAT THEY COULD BE"

 BETHANY SIMUNICH, DIRECTOR OF ONLINE PEDAGOGY AND RESEARCH FOR KENT STATE ONLINE AT KENT STATE UNIVERSITY Given the number of students taking and universities offering distance learning, those with a vested interest in quality online education are thinking hard about what it means to present first rate online courses.

"We're in a stage where a lot of innovation is happening, and you have to allow that," says Deb Adair, managing director of Quality Matters, a faculty-centered peer review process for online education. "But you have to carefully be monitoring and evaluating and have some protocols in place so you're ensuring student experiences continue to be positively impacted by the new innovations,"

In 2013 the Western Interstate Commission for Higher Education's Cooperative for Educational Technologies (WCET) surveyed about 240 institutions in the United States and Canada and found that more than 85 percent of respondents have adopted some set of standards or best practices into their online courses.

There are a variety of organizations and associations such as WCET that offer best practice guidelines to online course designers, including regional accredit



ing agencies, state standards and nonprofit organizations. The Online Learning Consortium (formerly The Sloan Consortium), for example, has outlined a quality framework comprising five pillars—learning effectiveness, access, scale, faculty satisfaction and student satisfaction—that primarily focus on the administration of online programs,

Quality Matters' rubric for Higher Education has eight general and 43 specific standards based on existing research on how students learn. Topics include active learning, student engagement, feedback and selfefficacy.

"The purpose of the Quality Matters rubric is to ensure that what we know from teaching and learning research can be, and is, directly applied in the design of online and blended courses," says Adair.

The Quality Matters review process also heavily relies on its network of more than 4,700 faculty peer reviewers.

"Experienced faculty review the courses and provide feed back to the faculty teaching the course in question," says Russ Poulin, director of policy and analysis for WCET. "The strength is that faculty tend to listen to other faculty."

Troy University, located in Troy, Alabama, began working with Quality Matters in 2008. The school, an early provider of online education, was invited by Quality Matters to participate in a case study to showcase the connection between Quality Matters' principles and program review and the growth of Troy's online programs

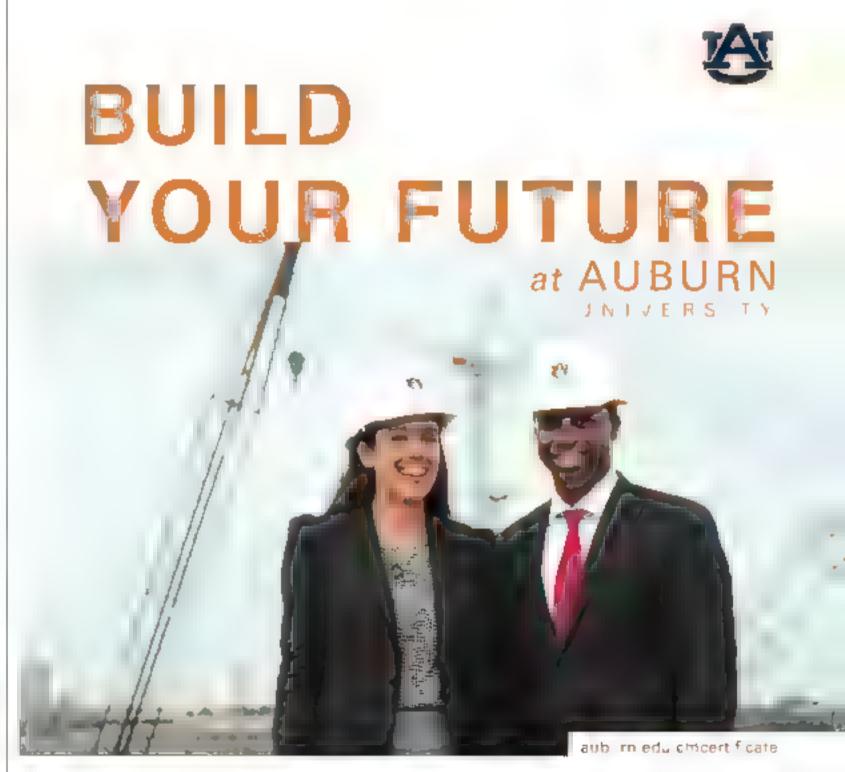
"The case study provided the university with evidence that the pedagogy and learning patform used by Troy faculty and students could be evaluated effectively and with a sense of

confidence," says Dr. Lance Tatum, vice chancel or at Troy University

"Participation in the case study formed the basis for many of Troy's processes of training and evaluat ing the quality of its online programs," Tatum adds. "For example, eTROY uses the evaluations from the Quality Matters review process to demonstrate compliance with regional accreditation standards."



While the WCFT survey's top recommendation for keys to success-



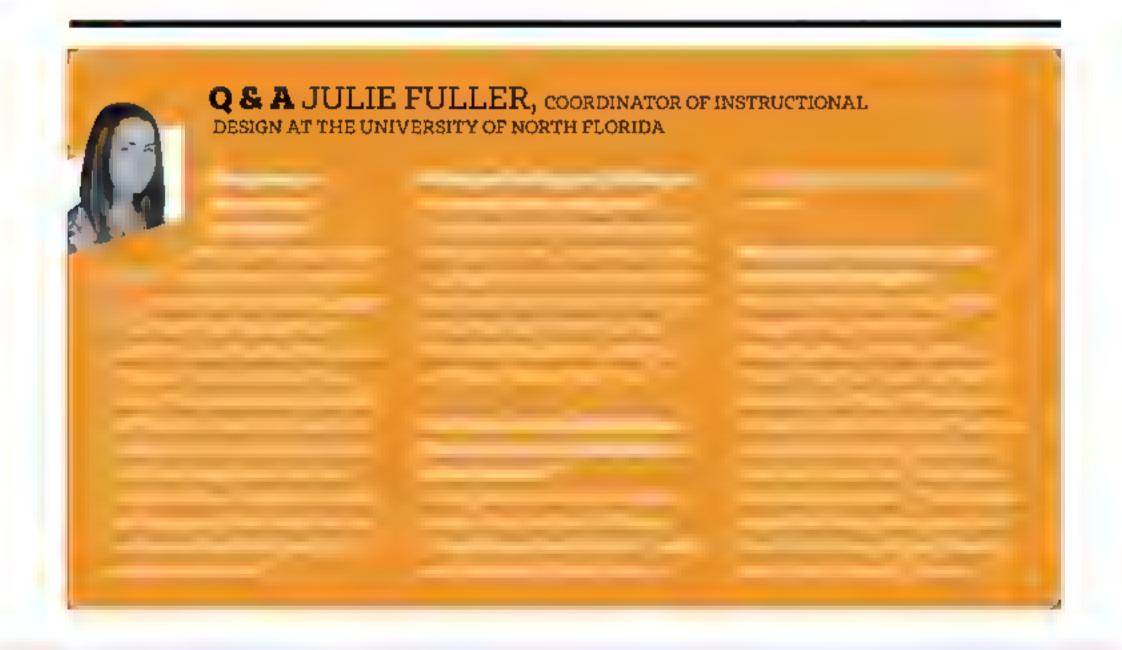
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ful online courses addressed the necessity of standards, the next three had to do with supporting faculty in online course development and instruction. Respondents cited the need for faculty training before starting an online course, on-going training and support and collaboration in course design and instruction

Chris Calkins found the collaborative approach especially useful when he was tasked with transitioning Penn State University's popular master's in health administration program online. As a residential instructor, Calkins approached course design and development the same way most face-to-face faculty do.

"If [a professor] gets a residential course assignment, he will go and build the content he thinks. belongs in that class to deliver on the learning objectives he has for that course. Often, he's doing that in isolation," says Calkins, who serves as outreach assistant prolessor and executive director for Penn State's World Campus MHA. "For online programs lat Penn State], we design the curriculum as a faculty. We are taking advantage of our own diversity of experience and designing all the courses together,"

Calkins has found that Penn State is not unique in its approach to online course design and believes the diversity of experience that comes from collaboration is a valuable part of crafting quality online content that has real-time application for students.

"The way that you guarantee quality is that you are very disciplined and rigorous about continually evaluating [what is] working and having that conversation with everybody engaged in the process," he says.

Not only are faculty members relying on each other, institutions are employing increasing numbers of instructional designers, educational technologists and

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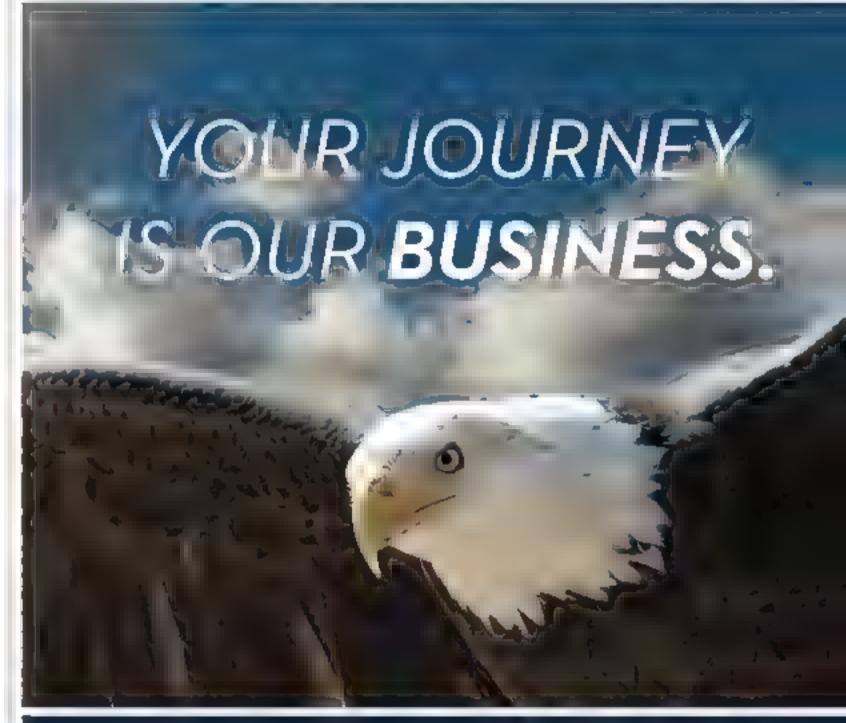
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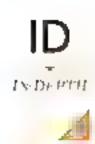
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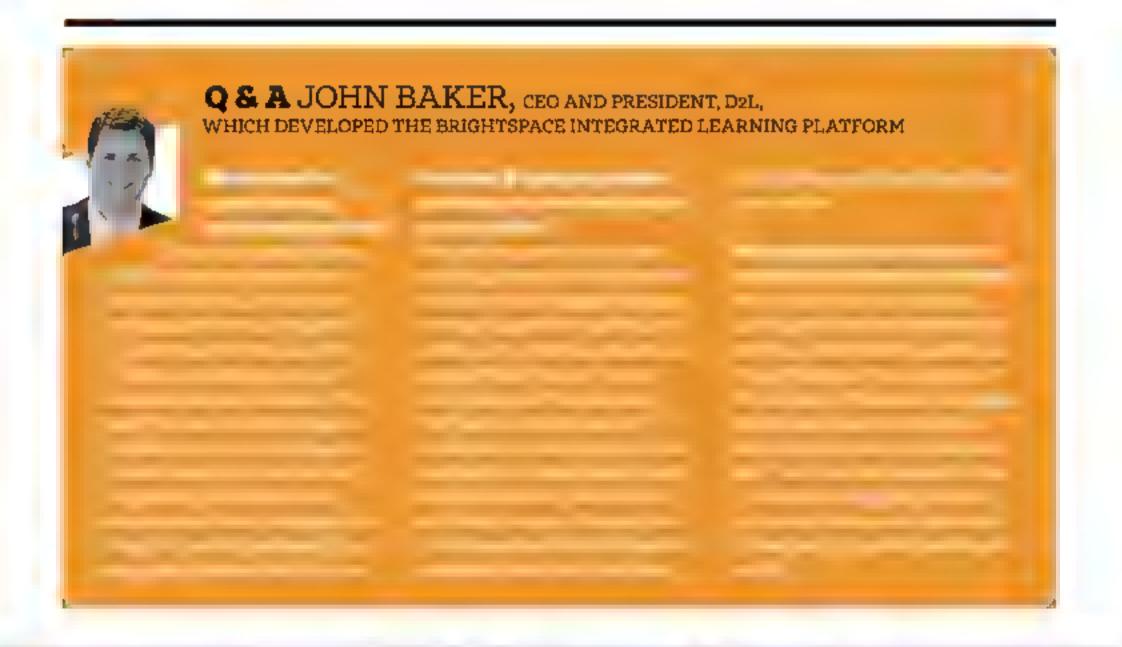
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SPEHRS OKSTHITE HIT WHATSON

media specialists to assist faculty in creating quality online courses-positions that were much rarer several decades ago, according to Simunich.

"You didn't see these positions 20 years ago," she says, "To create and maintain quality courses [universities'] plans need to be strategic and consider a wide range of issues such as online pedagogy, faculty and student readiness and things such as technology and accessibility."

In the spring of 2000, The Center for Instruction and Research Technology opened as a faculty educational technology resource center on the campus of the University of North Florida in Jacksonville. The center currently employs a staff of 18 professionals who assist faculty with technology needs related to instruction and research and has expanded to help faculty think through issues specific to distance learning.

In addition to training in online course design and instruction, CIRT staff offer publication support, assistance in integrating technology into courses and one on one instructional design support for developing distance

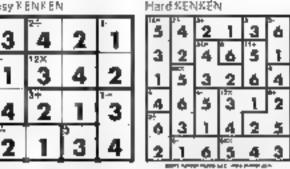
learning courses.

"It's really a big role shift for many faculty," says CIRT director Deb Miller, "Faculty development is the most important investment we can make as we try to grow our distance learning initiative."

Penn State's Carkins learned quickly that his role as course designer and professor looked different once he went digital.

"In a residential program, [ typically am serving as a subject matter expert and I'm working with the students to develop their knowledge in a space," he says. "For the online students, my job is to ready function more as a real-time consultant with the students."

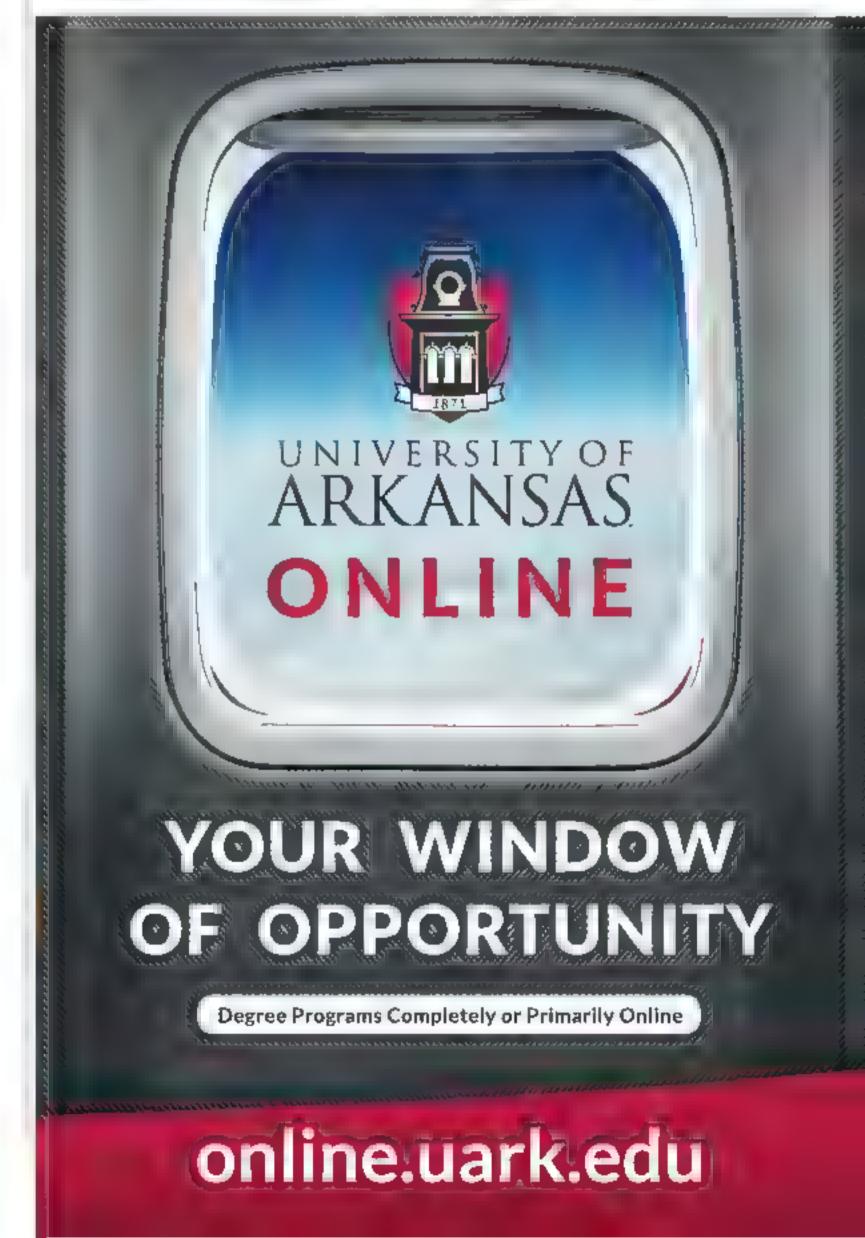
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On the surface, it may appear that an online instructor is stepping back and taking a less active role than her face to face counterpart. It's true that online learning is inherently more student-directed, but Simunich argues that faculty involvement is no less essential.

"It takes an invested instructor to guide students, direct their learning and ask critical questions," she says. "In the online classroom, [faculty] are collaborators, coaches, mentors, clarifiers. If anything, the role of teaching is elevated online."

For example, in a face-to-

face classroom, communication between instructor and student is synchronous. Students and instructors gather at an established meeting time to complete specific learning objectives. Lectures may be punctuated with student questions, tangents or restating material if students are confused

Simply translating a face-toface course online by, say, recording a lecture and posting the video, doesn't often work well because students end up feeling like outsiders looking in, rather than engaged participants in the class.

The best online instructors intentionally create presence in their courses in a variety of ways— from

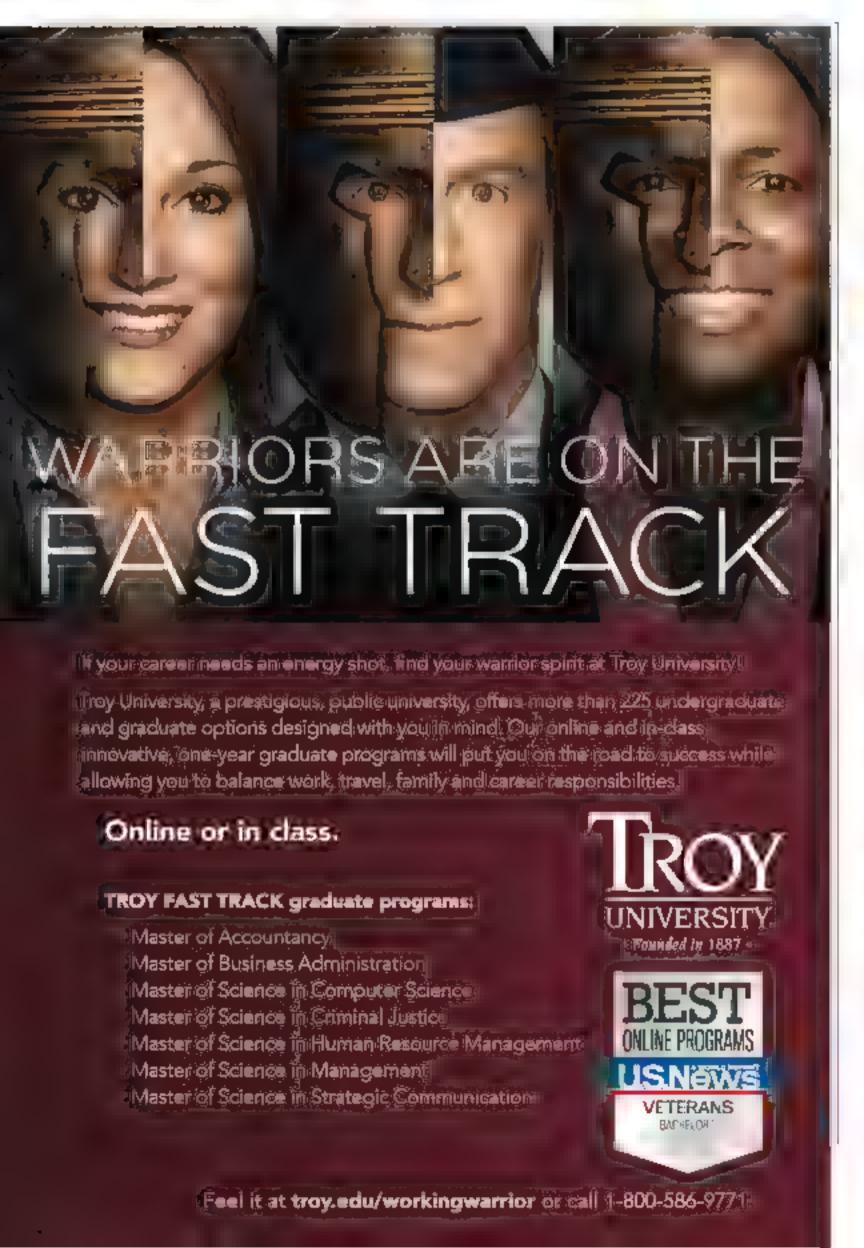
"THE INTENSITY OF THE WORK WE DO, THE WAY WE PROBLEM SOLVE TOGETHER AND THE DIVERSITY OF [STUDENTS'] EXPERIENCES HAS GIVEN ME RENEWED INSIGHT AND CONNECTION TO WHY OUR WORK MATTERS SO MUCH"

CHRIS CALKINS, OUTREACH ASSISTANT
PROFESSOR AND EXECUTIVE DIRECTOR FOR
PENN STATE'S WORLD CAMPUS MHA

posting an introduction video and maintaining lively discussion forums to offering frequent announcements, feedback and regular online office hours.

"In a face to face course, students experience the lecture only
one time. Our online course video
lectures can be viewed multiple
times. Students can view the
lecture as many times as needed
to reach competency," says Shona
Gambrell, director of online learning for the Spears School of Business at Oklahoma State University
"In online courses, team projects
are done using online collaborative
toois, such as Google+ Hangouts
and discussion boards."

When Chris Calkins trans-



tioned to online teaching, he was surprised to discover that he didn't feel more disconnected with his students. In fact, in some ways he thinks he got to know them better.

"The intensity of the work we do, the way that we problem solve together and the diversity of (students'] experiences has given merenewed insight and connection to why our work matters so much."

Teaching online requires training, support, sometimes even a total paradigm shift, but when it comes down to it-just as in the classroom good faculty make for good online learning experiences.

"I remind faculty the content you put in the course—the textbook, the website, the TED Talk videos—that's information students can get anywhere," says Simunich. "They're not there for the content, they are there to learn from the expert and receive guidance from you. Faculty are the value added portion of the online course."

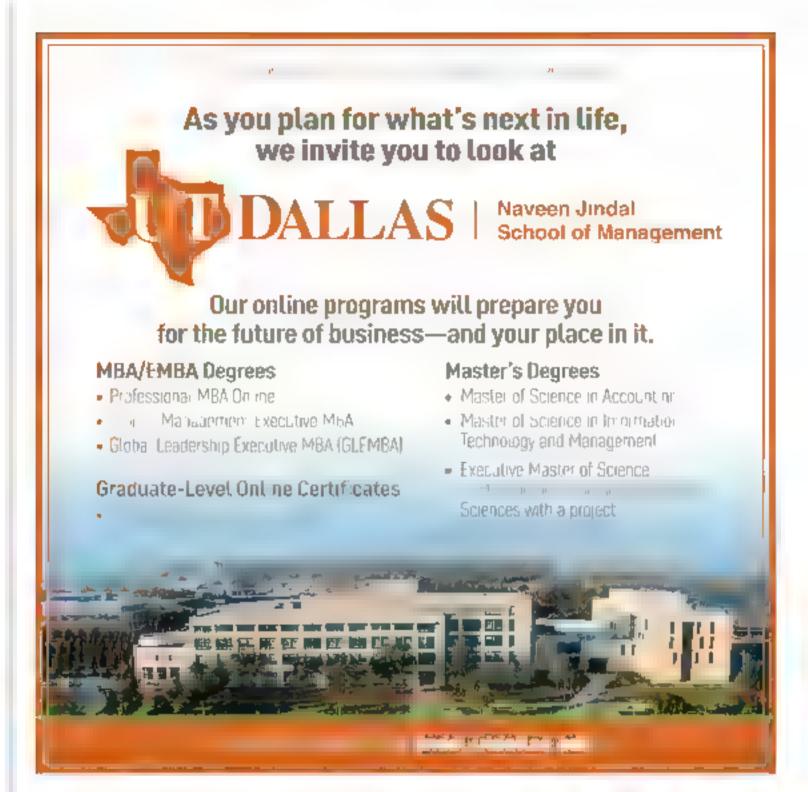
And instructors who have been through the process of rethinking their courses for the online classroom often discover a surprising side effect they're thinking hard er about their face-to-face pedagogy, incorporating online tools into the classroom and in some cases becoming better teachers.

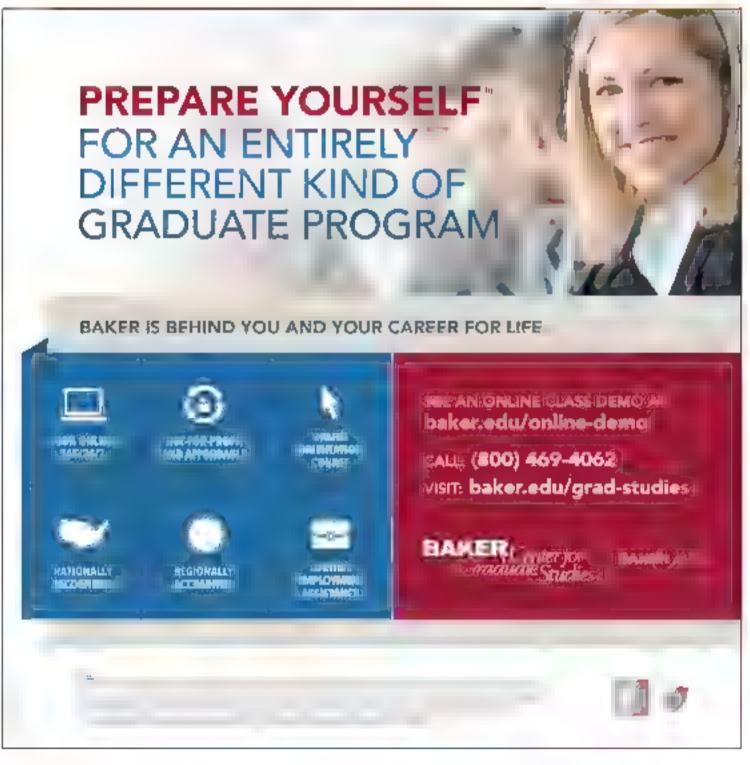
In a survey of chief academic officers at American State Colleges and Universities, 85 percent of respondents reported that their universities had introduced new pedagogy or technology courses as a result of online learning initiatives.

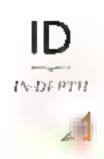
"That was really an epiphany for us," says Calkins. "The rigor of working with an instructional designer and the thinking you need to do about how students learn ... absolutely has influenced not only the way we plan for residential instruction, but the way we structure it."

#### CHANGING THE QUESTION

The number of online programs







offered by reputable colleges and universities continues to rise. Still, a perception remains that courses offered online don't measure upthis view tends to be especially true among faculty.

According to the 2014 Babson Grade Level Survey, only about 28 percent of chief academic officers say their faculty members accept the value and legitimacy of online education, a number that hasn't changed significantly in more than a decade.

In an Inside Higher Ed Survey of Faculty Attitudes on Technol-

ogy conducted last year, just 26 percent of faculty surveyed agree or strongly agree that online courses can achieve student outcomes equal to face-to-face courses. (Perhaps unsurprisingly, that number jumps to 41 percent when polling faculty who have experience teaching online.)

"Once most faculty have taught online, they see the challenges, but they also realize the robust possibilities to interact with and engage learners," says Simanich.

Treating online education as a complementary, yet distinctive, too. In an educator's toolbox offers new ways to interact with students and enhances learning options for those who might not otherwise have educational opportunities.

"It occurs to me that we think we're comparing apples to apples, and you want to know if a Golden Delicious is as good as a McIntosh," says Simunich. "Wrong question. Ask me instead how an apple compares to an orange They are both fruits and they both offer nourishment, but the orange is different. It's not going to make a good pie, but it'll make a terrific beverage."

In the years since online education has become pervasive in higher education, critics and proponents have been asking, "Can it be as good as face-to-face teaching?" Given the rapid advancement of online learning and the way universities continue to integrate technology into residential courses, Adair says there's a better question: "How do we effectively use technology in education to improve learning and achieve outcomes?

"Soon we won't be advocating for or against distance learning," she says. "Instead, we'll be making decisions about what technology—(online or not)—for what purpose, for what set of students, in what context."



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Barbara just had another birthday,

She watches her diet, exercises

when she can, and is in pretty good shape. In fact, she could be the poster child for the "Fountain of Youth" headline we see on the covers of fashion mags around the globe. What's her secret? It's not just the occasional Botox, pee or filler, or even her assortment of skin creams that could rival the anti-aging section of your local Sephora. Barbara, who was always "cutting edge," has become a believer in what is fast becoming the most popular (if not the most expansive) and aging treatment in the USA. Crowth Harmone Therapy.

expensive) ant -aging treatment in the USA. Growth Hormone Therapy. - By Tiffany Strobel\*

t seems everyone is talking about human growth hormone lately. No less than the famed Dr. Oz began a recent show by asking his audience, "How many of you want to start feeling 20 years younger right now?" Allure magazine, in its "Anti-aging Special" issue, highlighted growth hormone as its year-end call-out. Shape magazine began a recent growth hormone article with the provocative lead in: "When you see a 50-year-old actress who can pass for 35, you can bet that good genes aren't the only things responsible for her

youthful glow." Fox News, The Today Show, CNN, ABC, and CBS have all contributed to the current frenzy

VANITY FAIR says. "A 20-year-old produces more than twice as much hGH as [she] will when [she's] 40... hGH, by turning back the body clock, turns back the aging process."

# "I have been searching for this from the day we started the show. I've been looking for ways of increasing hGH naturally because I don't like getting the injections."

#### Why all the fuss?

Simple, hGH disciples... and to many like Barbara, hGH therapy is truly a reag ous experience. believe hGH can help reduce body fat, increase lean muscle mass, boost mood, heighten sex drive, give them plenty of energy. ger rid of wrinkles and tighten saggy skin... making them look and feel decades - not years, but decades younger. Celebrities, CEOs, Wall Street execs, models, housewives, athletes and even some high-ranking politicians all seem to be drinking from the same pitcher of Koo.-Aid. There's no doubt about it: in our current fast-paced, "youth-oriented" culture, hGH therapy is hot.

#### The controversy

The controversy sn't over whether or not hGH plays an essential role in our health and aging (virtually everyone already agrees on that). Instead, the controversy nes in the best way to maintain our body's supply of human growth hormone, Until recently, most felt the best way was through expensive prescription injections (although costs can run as high as \$1500 per month). However, some experts argue against the use of these synthetic injections, because they fear introducing synthetic hGH into the body may upset natural. hGH production.

#### The breakthrough

Because of growth hormone's potential, researchers have spent the last thirty years searching for a reliable, clinically proven way to promote pituitary health, thereby increasing human growth hormone levels naturally. So it's no surprise that when an oral compound capable of increasing mean, endogenous, bipactive, serum (blood) growth hormone levels. by 682%... was presented at the prestigious Obesity

Society's most recent Scientific Meeting in Atlanta, Georgia, The Academy of Women's Health's

> 21st Annual Congress in Washington, D.C., and then again at The 9th World Congress of Cosmetic Dermatology held in Athens, Greece, it created a serious stir

#### The revolution

The formula that was the subject of these research findings is now being sold by SanMedica International under the trade name SeroVital® And when Dr Oz disclosed that "a recent

added to the SeroVital mystique by issuing not one but *ten* U.S. Patents to protect the SeroVital formula from imitators?

Thanks to the release of SeroVital, the hGH revolution has finally arrived. Now that there's an easy-to-swallow capsule that can raise growth hormone naturally, an awful lot of people have stopped asking if they should be increasing their hGH levels and started asking which hGH-boosting option is right for them.

#### Is it worth it?

To me, anything that may reduce writtkles, tighten saggy skin, decrease body fat, increase lean

"When you see a 50-year-old actress who can pass for 35, you can bet that good genes aren't the only things responsible for her youthful glow."

study [on SeroVital-hgh showed patients given a special blend of amino acids saw their hGH levels spike more than 6 times.," and added, "I have been searching for this from the day we started the show. I've been looking for ways of increasing hGH naturally because I don't like getting the injections," you can imagine the frenzy he created. Before long, SanMedica was having trouble keeping SeroVital in stock. It went from underground sensation to full-blown phenomenon. Even the United States Patent Office has

muscle mass, strengthen bones, and poost mood, while giving you plenty of energy and improving sex drive, is a no-brainer. However, make no mistake about it, the "established" medical community (and of course, they know everything) would say its benefits are largely anecdotal, and based on research that's preliminary. But there's no denying that something that has a chance of making you look and feel decades, not years, but DECADES, younger, is... at the very least irresistable. Frankty, I'm ready to try it... How about you?

# RETAILERS "Frankly, we haven't seen thus much customer excitement in years."

#### So what's the catch?

Dr Amy Heaton, PhD, Director of Scientific Affairs for SanMedica International, says: "There are three First, as with hGH injections, Sero Vital is not a 'magic bullet,' but one part of a healthy lifestyle choice including a sensible diet and exercise regimen

"Second, for proper absorption, you have to take SeroVitar high on an empty stomach. That means you either have to take it first thing in the morning and then not eat anything for two hours, or take it at night, at least two hours after your last meal... before you go to bed

"And last but not least, while SeroVital is far tess expensive than prescription hGH injections, it's still not cheap... SeroVital will cost you about \$100 a month."

#### Where can I get it?

Having a hard time finding Sero Vital-hgh? It's currently available at all Ulta stores, Koh. s, and select GNC locations. Over the next few months it will be available on a limited basis at



Can't wait? You can order it directly from SanMedica International by calling 1-800-613-6938 or visit their website at www.SeroVital.com. Use the promo code HGH308 at checkout and shipping is free!





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ares Tendencias.



### ARIANNA HUFFINGTON Y LA CALLE LAFAYETTE STREET, EN NYC



MIENTRAS QUE LA MAYORÍA DE LAS OFICINAS DE LAS corporaciones están localizadas en los pisos altos de los edificios en Midtown, la sede del periodico en linea, Huffington Post, está en Greenwich Village, en Lafayette Street, que es la calle favorita de su fundadora, Arianna Huffington. "Me encanta el bullicio, la vitalidad y la cortesia juvenil de nuestros vecinos de la Universidad de Nueva York", dice Arianna. Este

mes ella está ofreciendo una clase en linea en *Oproh* com llamada "Thrive", para ayudar a disminuir el nivel de estrés y volver a energizar la vida. Ella va a dedicar horas de oficina para responder preguntas de los estudiantes. Si buscas mejores calificaciones podrias llevarle un capuchino con leche de soya con un toque de expreso, su bebida favorita de su cafetería preduecta, *La Colombe*, en esta calle. — MATT McCUE

#### Pratima Spa

"Me gusta por los masajes, el descanso y para recobrar energía" Para un goce tota: ensaya las 3.5 horas de nuestra Grabificación Nirvana, con un tratamiento facial, corporal y un masaje



#### La Colombe

"Casi siempre compro mi café para llevar lo qua les una pena en el caso de La Colombe porque su interior es hermoso y es un gran lugar para leer o traba ar"



#### il Buco

"Tengo gratos recuerdos de una cena de celebración en este lugar con editores de los medios sociales de HuffPost cuando alcancé mi seguidor millonés, mo en Twitter Me gustan



#### Public Theater

"Es un fantástico edificio con muy buenas presentaciones, lo mejor de lo antiguo y io moderno. Hace poco vi alli un gran musicai, Hamilton. Otros beneficios: están a cargo de Shakespeare en e. parque"

#### COORDENADAS

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 pratimaspa.com

La Colombe 270 Lafayette 5t

lacolombe com

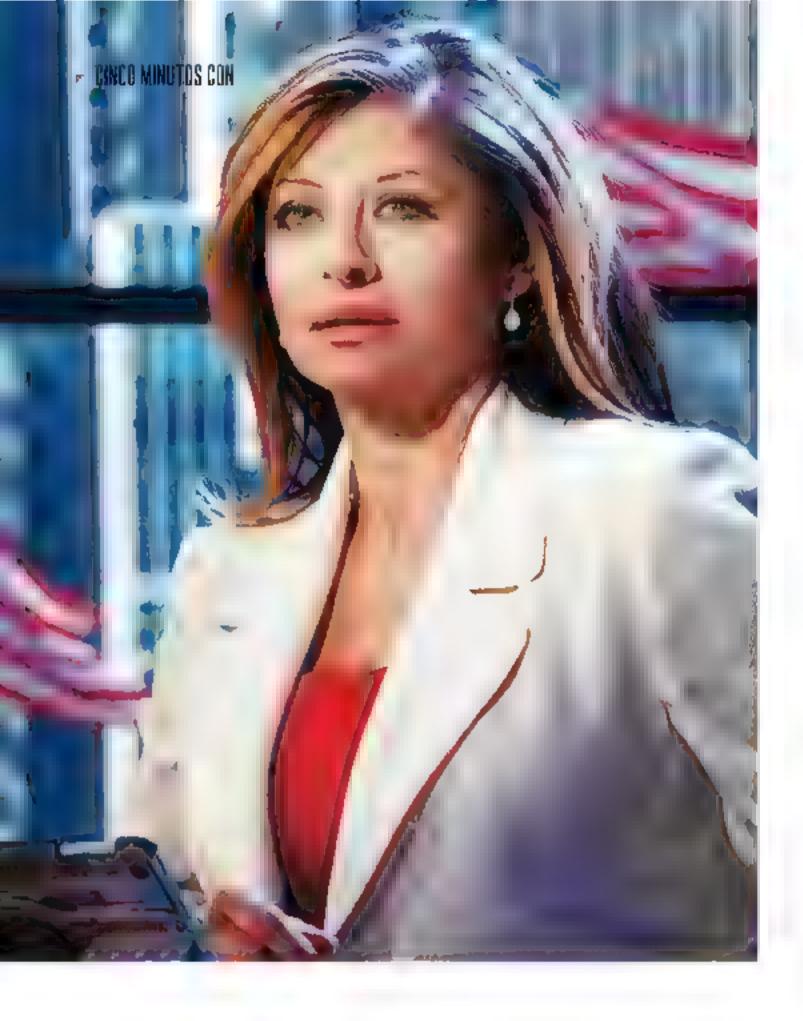
1 II Buco 47 Bond St

Jbuco.com

Public Theater

425 Lafayette St public theater org





# MARIA BARTIROMO

► PRESENTADORA DE NOTICIAS Y EDITORA DE MERCADOS GLOBALES EN LA CADENA FOX BUSINESS NETWORK

María Bartiromo es quizás la per od sta estadoun dense especia izada en negoc os más conocida en el país. La oriunda de Brooklyn y graduada de la Universidad de Nueva York, aicanzó su popu anidad nacional durante las dos décadas que trabajó en CNBC donde co aboró para darle a a cadena un reconocimiento mundía antes de iniciar labores con el canal de cable FOX Business Network en 2014. Allí es presentadora de programa Opening Bell, donde entrevista de lunes a viernes a personajes especializados en noticias gioba es económicas y tendencias en los mercados emergentes. Tamb én es la anfitriona en Sunday Morning Futures, un programa de noticias económicas en Fox News y escribe una columna semanal para USA Today Cuando habias con María, te das cuenta de que ella es completamente neoyorquina (su rapida conversación se combina con ideas y observaciones). —POR GENE REBECK

sky: ¿Cuál es una de las noticias económicas más populares del momento?

favoritas es la relación entre la tecnologia y el cuidado de la salud. Lo que estamos observando es extraord.nario. Alguien perteneciente a una de las compañías tecnologicas mas grandes me dijo que el esta apoyando una prueba clinica donde un sensor es introducido en la corriente sanguinea y tu teléfono te va a llamar para decirte que vas a tener un ataque al corazón y que tienes que ir al doctor. El cuidado de la salud es quiza la industria mas innovadora debido a la tecnotogia.

## ¿Qué es lo que te gusta sobre reportar las noticias económicas?

El impacto que tiene en las personas. Estos son aspectos que afectan a la gente. Quizás no ves el efecto de inmediato cuando escuchas un reportaje económico: "es muy complicado, no me interesa, son muchos numeros". Pero a la hora de la verdad, se trata de dinero. Es sobre "mi trabajo" "¿Tengo seguridad laboral? ¿Cómo voy a responder por mi familia?"

#### ¿Por qué te cambiaste a Fox Business?

No pude ignorar la oportunidad de trabajar con Roger Ailes, Director General de Fox News. Estoy muy agradecida con el por haberme puesto en el aire con CNBC. También pen se que CNBC estaba convirtiendose en algo muy 'a medias'. Se trataba de poner cinco personas a la vez y hacer entrevistas en tres minutos. Pense que necesitaba hacer entrevistas más largas y ofrecer más perspectivas y análisis. Creo que las audiencias actuales quieren mas puntos de vista y un sentido rea, de lo que está sucediendo en el mundo.

#### ¿Por qué te gusta tanto Nueva York?

Creci en Brooklyn y era el lugar mas fabuloso del mundo. Estaba en el vecindario y aun asi Manhattan quedaba apenas a 20 minutos. Nueva York tiene de todo: una fuerza laboral educada, oportunidades como en el Valle de Silicona y es muy divertida. Crecí aqui y me encanta.



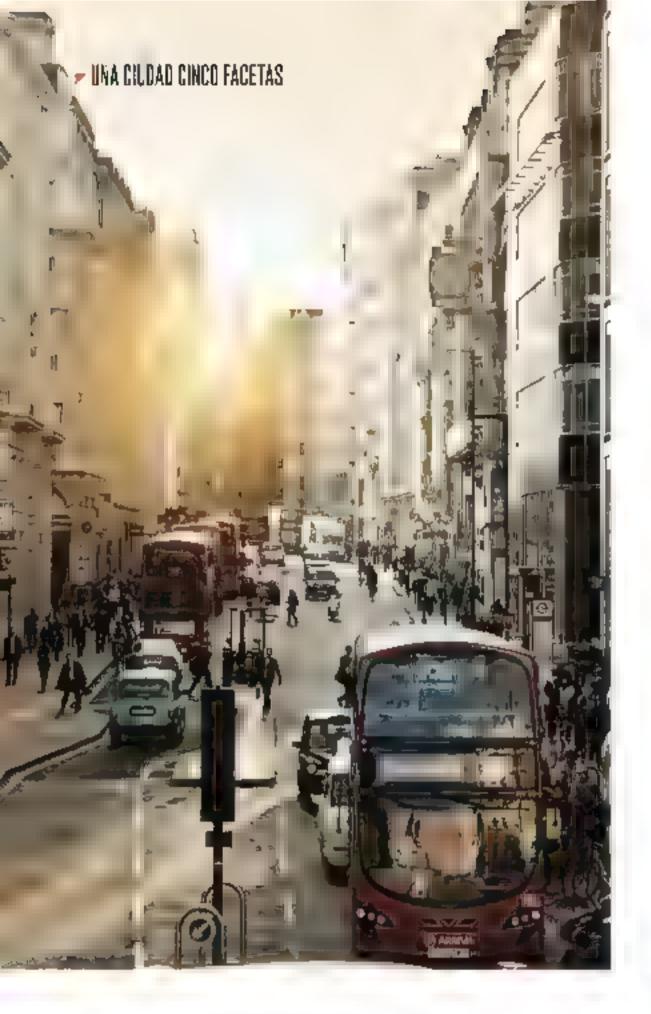
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#### **PIONERO**

#### ALDJAMIENTO - Ace

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otro iado dei océano. Desde
las cabinas fotográficas, los
tocadiscos en las habitaciones
y las guitarras en las paredes,
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ubicación, acehotet.com





#### OBSESIÓN Gastronómica



#### **⊀ALOJAM₁ENTO**

#### **Dean Street Townhouse**

Descansa en una de las 39 habitaciones y estarás muy a gusto al explorar la mejor zona de restaurantes en Londres. El té es una tradición a la hora del desayuno pero quizás necesites una famosa sangría para sacarte de la burbujeante bañera, deanstreet townhouse.com



#### ALOJAMIENTO >

#### The Goring

Este lujoso hotel, tavorito de ia Rema Isabel, de la Rema Madre y ahora de Kate Middleton quien se hospedó allí ia noche anterior a su boda, queda a pocos pasos del palacio de Buckingham y te hara sentir como parte de ia realeza. thegoring.com



REALEZA



FAMILIA DE AVENTUREROS



#### **∢ALOJAMIENTO**

#### Apartamentos Marlin

Una buena manera de visitar "ondres con la familia es hospedándose en uno de los muchos apartamentos disponibles para alquifar Por lo general trenen un costo similar al de un hotel pero ofrecen cocina, lavaplatos, secadora y lavadora y esto facilita mucho más viajar con niños, marlinapartments, com



#### ADULADOR DE TABERNAS

#### ALOJAMIENTO >

#### The Fox & Anchor

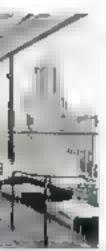
Inicia la mañana con una cerveza fria en este hotei, boutique donde abren las tabernas a las 7:00 am. El área que rodea el mercado de carnes *Smithfieid* está de moda y es famosa por el consumo de alcohol matutino. *foxandanchor.com* 



# LONDRES

EXPERIMENTA LO MEJOR DE LA CAPITAL BRITÁNICA. POR JULIA DENNISON

esde la manera elegante de hablar de Downton Abbey hasta la obsesión internacional con el vestuario de Kate Middleton, la Gran Bretaña es ahora más que nunca parte del espiritu de la época y Londres se encuentra a la vanguardia. La capital cosmopolita deslumbra a quienes no la conocen y nunca deja de sorprender a quienes ya la conocen. Desde el antiguo barrio hip Shoreditch, hasta el pomposo Mayfair, siempre hay algo para descubrir en las calles de adoquin que serpentean rodeando el Rio Tamesis. Disfruta de la animada atmósfera de la plaza de mercado, recorre cantidad de museos gratis y tabernas sin igual y pronto te darás cuenta, como lo hizo Samuel Johnson, de que estar cansado en Londres es estar cansado de la vida.



#### THE PART OF STREET AND REPORT

#### Meat Mission

inicialmente abierto como un camión. de comida, estos restaurantes de hamburguesas refinadas, combinado con una dosis de música y comida al estilonorteamericano, son populares en la ciudad. Esta sucursal está ubicada en la antigua misión de Hoxton Square y es apetecida por los hipsters. Prueba la Dead Hippie meatmission.com



#### **◆PARA CENAR Brixton Village Market**

Camina en Electric Avenue y por las tiendas que rodean la estación Brixton. Encontrarás comidas étnicas en el día y un atravente lugar en la noche. Prueba un 'old-tashioned' en fa-Sietely Brixton y un 'thair en el puesto de comida Elephant, en a calle Pakistani, brixtonmarket net



Aunque rungún iondinense iría a la plaza Trataigar Square en una noche de fiesta, haría una excepción para ir a este lugar ubicado en un soso edificio en el barrio chino, chinatownecc.com



#### EN LA MAÑANA Mercados en Southwark

Prueba los sándwiches de queso en raciette (queso suizo) y cómete un par de ostras en Borough Market, ideal para la comida callejera, antes de ir a Maitby Street Market, donde encontrarás los verdaderos gastrónomos, boroughmarkel.org.uk

#### distribution of the latter of the bar

E-chel Yotam Ottelenghi es conocido por sus platos vegetarianos y la comida mediterránea. Cuando llegas te reciben con sus famosas ensaradas, como la de semillas de citantro cubiertas. con burrata (queso italiano) con naranja roja, ottolenghi.co.uk



#### **4HORA DEL TÉ The Woiseley**

Construido en los años 20 como un lugar para exhibir autos, este bello sitio estilo deco se ha convertido en el favorito para tomar té y, en este caso, es más un banquete que un lugar para pasa bocas vespertino. Combina. todo con uno de sus muchos famosos tés o con una copa de champaña. thewolseley.com.



#### EN LA MANANA E

#### St James's Park

Disfruta del té matutino en uno de los catés en este bello parque en el centro de Londres donde sirven sándwiches durante el desfile de la Guardia en el Palacio de Buckingham. Alli puedes admirar más de cerca la morada real. El ondear de la bandera britanica en la parte superior significa que Su Majestad la Reina no se encuentra en casa.



#### HORA DEL ALMUERZO Galvin at Windows

Admrra Londres desde el Eye to Hyde Park en este glamoroso restaurante premiado con la estrella Michelin en el piso. 28 dei London Hilton, en Mayfair gatvinat windows.com



#### The Orangery en Kensington Palace

Camina más allá de los jardines en Hyde Park hacia Kensington Palace, donde ei Duque y la Duquesa de Cambridge. (junto con el Principe George) ahora lo consideran como su hogar orangerykensingtonpalace.co.uk



#### EN LA MAÑANA Museo de Londres >

Este museo presenta artefactos y exhibiciones interactivas para toda ja tamilia. Visita el Victorian Walk con una réplica de una taberna dei sigio XIX y figuras de máscaras de prruetas en un jardín de placeres del siglo-XVI .. museumoflondon.org.uk

#### HORA DEL ALMUERZO Masala Zone

Esta mini cadena de restaurantes sirve la mejor comida. hindi, de la ciudad. Los adultos deben pedir el Grand Thali y ios niños pueden probar la pizza naan. masalazone.com





#### **∢EN LA TARDE Estudios** Warner Bros. y la grabación de Harry Potter

Hace poco se expandieron los estudios de grabación de Harry Potter Admira el Iren a vapor Hogwarts Expressy ia Platform 9 私 Aun los muggles' pueden subina bordo ai desaparecen a través de la plataforma en la : pared, wbstudiotour.co.uk

#### DEGUSTACIÓN DE CERVEZAD

#### Bermondsey Beer Mile

Los arcos abovedados a lo largo de ia carrileta dei tren al sur de Tower Bridge es la sede de las cervecerias más innovadoras de Londres Visita Kernell, que sirve cervezas claras y negras muy buenas, además de Anspach & Hobday, Brew By Numbers, Partizany Fourpure. Abierto los sábados, thekernelbrewery.com





#### PARA CENAR The Anchor & Hope

Ven con hambre a estos famosos restaurantes. Las costinas de res via conserva de cerdo son servidas junto a fantásticos piatos de verduras. Guarda apetito para el pudín, la torta de melaza. o crupente de manzana anchorandhopepub.co.uk

#### **4TARDE EN LA NOCHE Worship Street Whistling Shop**

Prueba la ginebra en este hipster bar de cócteles estilo victoriano. El ambiente casual es escenario de un laboratorio casero y privado donde grupos pueden servirse a si mismos en un "barhonesto" para probar una gran variedad de bebidas, whistlingshop.com



Para más iptormación sobre Londres. visita defta.com/ skymagazine.



uedes guardar un secreto? Muchas historias comienzan de esta manera. La forma correcta de responder, ya sea si puedes hacerlo o no, es con un 'si' contundente. Lo que sigue, si tienes suerte, es una anécdota tan jugosa que es casi imposible no contarle a la siguiente persona que veas. Durante la era de la prohibición en los Estados Unidos quienes tenian disposicion para los negocios condicionaban las habitaciones traseras de las viviendas donde se vendia y servía alcohol ilegalmente. A menudo las entradas a estos lugares, que eran liamados clandestinos, eran mantenidas en secreto y para entrar tenías que conocer a alguien.

En los ultimos años los bares secretos están esparciendose por ciudades en todo el mundo. En Buenos Aires, por ejemplo, quizás hay uno a punto de abruse mientras lees este artículo. Con frecuencia estos lugares no publican sus direcciones, en algunos solo aceptan miembros y en otros necesitan de una clave secreta para poder entrar Poder conseguir la información para ser admitido en estos lugares no se trata necesariamente de conocer a la persona correcta, pero es más que todo seguirlos (ya sea en *Twitter*, *Instagram* o *Facebook*).

En una de las calles frondosas en el moderno vecinda. rio de Palermo en Buenos Aires el **Frank's Bar e**s uno de los sitios que ha puesto en marcha el concepto de bar clandestino. Si parpadeas cuando pasas por el frente de una puerta negra grande con el nombre de "Frank's" escrito en ella, te perderas. Si lo encuentras, el siguiente obstàculo es decir la contraseña correcta a, portero (las claves las suben semanaimente en las páginas de Facebook y Twitter). Esta será la única manera para que te dejen entrar. Luego una hermosa mujer te dará la bienvenida y más instrucciones. Hay una cabina telefónica de Nueva York y cuando suena el teléfono tendrás que marcar los numeros que te dieron. La puerta trasera de la cabina se abre y, como la cortina que se abre por la mitad para revelar el *Mago de Oz*, habrás entrado a Frank's. El diseño es un poco similar al 'Broadway Empire', adornado con fotos de Al Capone en la pared.

PÁGIMA OPUESTA: El Obelisco en la Plaza de la República, en Buenos Aires; Un colorido cóctel da Florería Atlàntico.

Una bella escalera de madera te lleva hacia el gran salon y all, los hermosos candelabros, el papel de colgadura damasco y los muebles de terciopelo rojo com

pletan la escena. Los cócteles son tan buenos como es de esperarse (prueba el 'Sazerac').

Otro lugar aun más agradable, también en Palermo, es Victoria Brown (victoria brownbar. com), un bar industrial contemporáneo escondido detrás de una pared de ladrillo de una cafetería. La decoración combina la apariencia de una bodega para destilar whisky con las herramientas de Tomas Edison y la historia de la Reina Victoria y su amante secreto, John Brown. Los ladrillos de las paredes estan a la vista, hay maquinaria del siglo XIX y bombillas con filamentos de carbón colgadas de los techos bajos. Las puertas dobles estilo tijera de los ascensores viejos, como los que todavía encuentras en las ciudades con edificios antiguos, separa las áreas más intimas donde parejas elegantemente vestidas se hablan dulcemen



te al oído, Pero aquí has venido a disfrutar de los cócteles y estos son extraordinarios. Sientate en una de las 25 silias del bar y observa como el exper

to mezclador, Ezequiel Rodriguez, combina un fuerte coctel utilizando unicamente los licores del estante e ingredientes frescos.

Al otro lado de la ciudad, cerca del popular vecindario Recoleta, esta la Florería Atlántico (floreriaatiantico.com.ar). Aquí se venden flores durante el dia. Pero después de atravesar la puerta ancha de metal de, congelador para llegar al sótano, te encuentras con un angosto y agradable salón decorado al estilo marinero donde ofrecen un menu de tapas. Entre los l.cores se destacan un vodka fabricado en casa o una ginebra mezclada con ingredientes organicos como romero, yerba mate y toronja. Este es un bar clandestino en todo el sentido de la palabra y no se requiere de una contraseña para entrar, pero es tan atractivo que si quieres mantenerlo en secreto, te deseo buena suerte.



#### SI VIAJAS A LA CIUDAD

El Home Hote « nomebueno» saires, rom les uno de los mas atrac livos para hospedarse en Buenos Alies. Su diseño es de influencia escandinava y los dueños del lugar te guiarán para que disfruites de los mejoles lugares para comer beber y hacer compras.

La Colección Oasis revale concepto de "Airbnbillarqui er de sibros para viajeros, a un nivel más afte combinando una variedad de apartamentos privados lujosos con servicios similares a ros ho teres (conserjeria recepción). limpiteza El servicio se rama. The Clubhouse (ciubhouseba comily es soro para miembros.





# EL DESAYUNO PARA MAMÁ

Com enza la celebración de Día de la Madre con unos huevos mex canos anogados picantes por ingrio hoppmann

Los recuerdos más significativos de mi niñez tienen que ver con mi madre y la comida. Ella siempre estaba en la cocina preparándonos comida con amor y dedicación. Y también ayudó el hecho de que ella habia estudiado en Cordon Bleu para ser chef

Por lo tanto, ¿por qué no consentir a mamá este año con un desayuno especial en la cama para celebrar su dia? Esta fácil y a su vez deliciosa receta de huevos mexicanos ahogados picantes puede ser preparada en compañía de tus hijos. También les puedes pedir que hagan corazones en las tostadas utilizando moldes de gailetas para adicionar un toque especial.

"Feliz Día para todas las madres! Que disfruten del privilegio de poder celebrar en su compañia. ¬

#### **HUEVOS AHOGADOS**

PORCIONES 2

- 2 libras de tomates picados en trozos grandes
- ¼ de taza de cilantro fresco, y aigo más para adornar picado en pedazos grandes
- Na de cebo la amarii a mediana picada en trozos grandes
- 2 dientes de ajo picados en trozos grandes
- ti cucharadita de chi eich pot elen polvo-
- 2 ducharadas de ace te de canola o vegeta sat kosher
- 4 huevos grandes
- 4 tort las de maiz tostadas
- aguacate maduro hass, petado, sin semilla y contado en rebanadas
- ½ taza de queso fresco desmenuzado
- En una licuadora o procesador de alimentos, haz un puré con los tomates le cilantro, la cebolla el ajoly etch le en polivo, añadiendo un poco de agua como fuera necesario. Licua hasta obtener una sa sa fina.
- Callenta una sartén mediana a fuego medio la tol Añade i cucharada de acerte para cocinar y callenta hasta que brille. Añade la salsa de tomate (ten cuidado porque salpicará) y hierve revolviendo ocasionalmente, hasta que espese un poco por unos 3 minutos. Sazona con sa.
- Rompe un huevo a la vez dentro de un rameou n (mo de pequeño para cocina) y lentamente añade o a la salsa. Continua con los otros huevos. Reduce el fuego a bajo, tapa y cocina durante unos 6 o 7 minutos para que los huevos queden con las yemas suaves lo 10 minutos para que los huevos se cocinen completamente.
- O Para servincada porción coloca una tortil a en un plato, cubre con un huevo y una quarta parte de a salsa. Luego pon rebanadas de aguacate y una pizca de cilantro y queso fresco por encima.

#### Variaciones

- Escalta los huevos en salsa verde y coloca por encima unas pocas rebanadas de aguacate
- Cuando los tomates frescos y maduros están fuera de temporada, sustituyelos con una lata de 28 onzas de tomates friturados

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KEEP CLIMBING



#### ANOTHER MIRACLE ON 34TH STREET

CONTINUED FROM PAGE 75

he says. "I want to see if they're being taken care of." We stop in the Steve Madden section. Lundgren asks the salesperson to demonstrate Macy's handheld inventory device. She acts as if Lundgren is her GM pausing for a Monday afternoon chat. No biggie.

We go up one of the vintage wooden escalators and cruise by an in-house outlet of Finish Line, the athletic shoe retailer. The guys working are wearing blue Finish Line uniforms. Lundgren explains that this is an example of a partnership with an outside retailer that is unique to Macy's (at least in North America evidently this kind of thing is standard in Europe). Macy's partners with several external retailers, including Sunglass Hut, as well as high-end brands such as Louis Vuitton and Burberry. I ask how this is an advantage: Why not sell Nikes and Gucci sunglasses itself?

"It's their access to brands," he says.
"Finish Line and Foot Locker both sell more athletic footwear than any other department store has ever sold. So the customer was going there. LeBron James' shoe would come out, Nike would sell it to Finish Line and Foot Locker, and all the department stores weren't getting those products until a year later, That's not our business. We're in the fash on business—we have to get things first or it doesn't work. So we tried it with these guys. And they've done a spectacular job of bringing new products to the market much faster"

What's in it for Finish Line?

"Growth," he says. "Because, for them, this is a customer that they weren't seeing before."

We walk by a one-of-a-kind Starbucks pour-over coffee/Moet & Chandon champagne cafe. "We're trying different food and drink concepts," he says. There are 11 options throughout the store—including a Pinkberry, a Mc Donaid's and three more standard Starbucks. "On the sixth floor, we just put in a new upscale Italian restaurant," he says. "Stella 34. I wanted something eiegant because we've never had that before. And, frankly, the eating environment is not very good around the Herald Square area."

Every few feet, the entire environ ment seems to change—the lighting dims, the music shifts and becomes

more or less Euro, the people get younger or older, richer or even richer. We see some young women lingering near one of Macy's newest in-house brands, a co.laboration with the Mexican pop star Thalia. Lundgren says he was just at the New York Stock Exchange to ring the bell with her last week, and everybody blew him off to ask, "Como está Thalia!" "There are some good young millennials," he nods, like he's campaigning for something, before explaining that Macy's has offices in 13 different countries due to its need to source global products for its in-house brands, which are designed by its own good young designers.

I notice that a majority of shoppers are women, "Seventy percent of the customers will be women," he says. "This is a generalization—because there are men who shop like womenbut men are more likely to walk into a store and have their mind already made up. They will not look three feet left or right from that Nike visual presentation. Women will come in for a Nike shoe, but they'll look at a Nike top, they'll go look at an Under Armour running pant and they'll look around the whole store, and if they go by the cosmetic department or go by the shoe department, they'll look there, too. So there's much more browsing and open ness to consider other options."

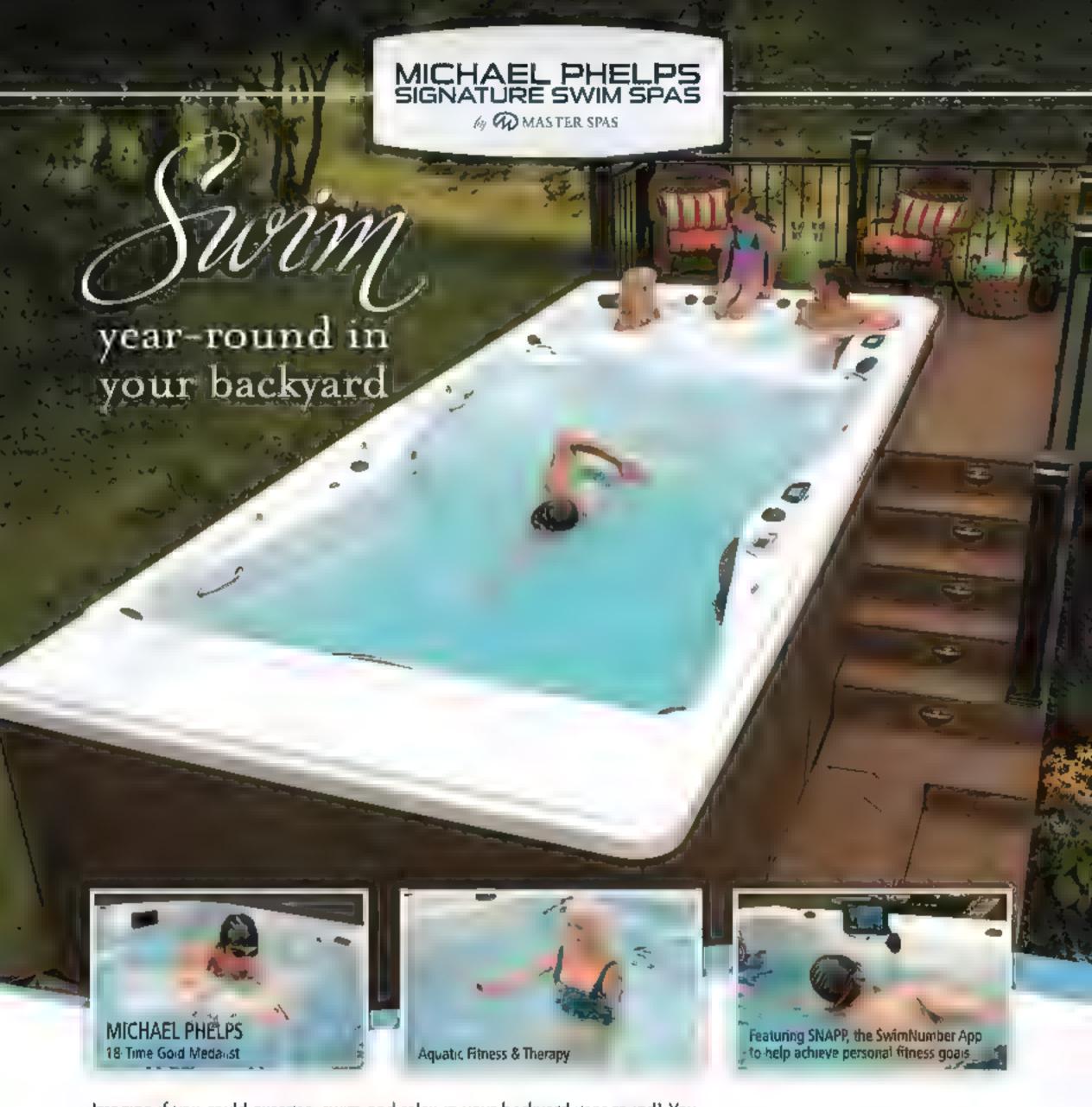
Trailing Lundgren, you get the sense that he is serenely confident in his awareness of everything going on in the Macy's world-the differences between how men and women shop, what cartoon characters will make the best new balloons, how people in Minneapolis shop compared to those in Atlanta, how he needs to partner with x so he can get the latest y. He assures me that the most important part of the gig is actually identifying the best people, hiring them and trusting that they'll know the things that he can't. But he seems so chill, so happy with the team that he's assembled, happy with the suit and tie he's put together. Maybe it's because it's his birthday. Or maybe he's just always looking forward to everything—to the fireworks in the summer, to the parade in the fall. Maybe even the 2016 parade. He makes the Largest Store in the World feel infinite yet manageable, a microcosm of New York in New York, a global city within a global city. He's got the whole store in his hands. 🔻

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# 30.000 FEET

N FLIGHT NEORMAT ON & ENTERTA NMENT

BY THE NUMBERS

#### DELTA SKY360°



# Delta Sky360° Club MADISON SQUARE GARDEN

#### 1,600

Number of combined Knicks and Rangers season subscribers that have access to the Club

#### 40+

Number of food options oftered on a rotational basis, with concoctions from superstars Jean-Georges Vongerichten, Drew Nieporent Jeremy Marshall and Delta contributor Michelle Berestein

#### 60+

On average, the number of glasses of upscale wine that are sold per event including Aitos malbed Chateau Ste Michene riesting, Dom Perignon and more.

#### 100+

Number of soda flavors available to guests thanks to the two Coca Coja Freestyle machines in the Club.



# Delta Sky360° Suite

#### 14

Number of celebrity chef appearances during the Celebrity Guest Chet Series, where chefs prepared their finest dishes for Suite ticket holders

#### 50

Number of Iquor choices, plus 20 types of bottled beer, eight tap beers, 40 wine selections and a six-drink cocktar menu.

#### 4,476

Number of square feet of indoor and outdoor space encompassed by the Delta Sky360° Suite

#### 1,200

Number of cushioned suite seats with in-seat wait service and exclusive access to two private bars and an outdoor patio where guests can enjoy brick-oven pizza, hand-rolled sush) and more

#### DELTA SALUTES

#### **JANICES, LINTZ**

Janice Lintz: a passionate hearing-loss consultant and advocate and founder/CEO of Hearing Access & Innovations inc., has worked with domestic and international corporations, organizations and government agencies to implement best practices when it comes to access for people with hearing ioss.

The New York resident and mother of two has been working with the NYC Transit advocating that induction loops—special sound systems that provide an electromagnetic, wireless signal that is picked up by a hearing aid or cochlear implant—be included in all NYC public transportation systems. So far loops have been installed in 700 taxis (there will eventually be 3,500) and every subway information booth and call box, as well as Amtrak's Penn Station and Washington, D.C. Lunion Station.

"Children and adults with hearing loss often don't receive the materials and access they need and can be excluded from society. It's really a huge issue." And it's an issue that is personal to Lintz: her daughter has hearing loss, which is what got her started in the program 13 years ago.

"It grew out of a selfish endeavor." she says
"We lived in NYC — a cultural capital. How can
you live in that city and not be able to experience
the museums and the theaters or take taxis and
other transportation? As a junior in college, she's
flying. Every time we come across a barrier for
ther we fix it."

And fix it she has. Aside from public transportation, induction loops have been installed at Citi Field, Yankee Stadium and Madison Square Garden. Met., ife Stadium has captioning on the scoreboards. Most of the major museums have induction loops, as domany fibraries, pharmacies and some churches, synagogues and temples. Shake Shack has them in three locations. Bank of America in two.

Lintz's ultimate goal is to implement these



changes across the globe "NYC is the most accessible city in the country for people with hearing loss. We want it to be a model of access for other cities around the country."

# Delta Sky360° Club

#### 15T & 3RD

From the 1st and 3rd base corners of the Club, guests can see into both the Mets and visiting team's indoor batting cages.

#### 1,654

Number of **Delta seats** at Citi Field, with 1,594 total seats plus 60 Delta Sky Deck seats.

#### 60

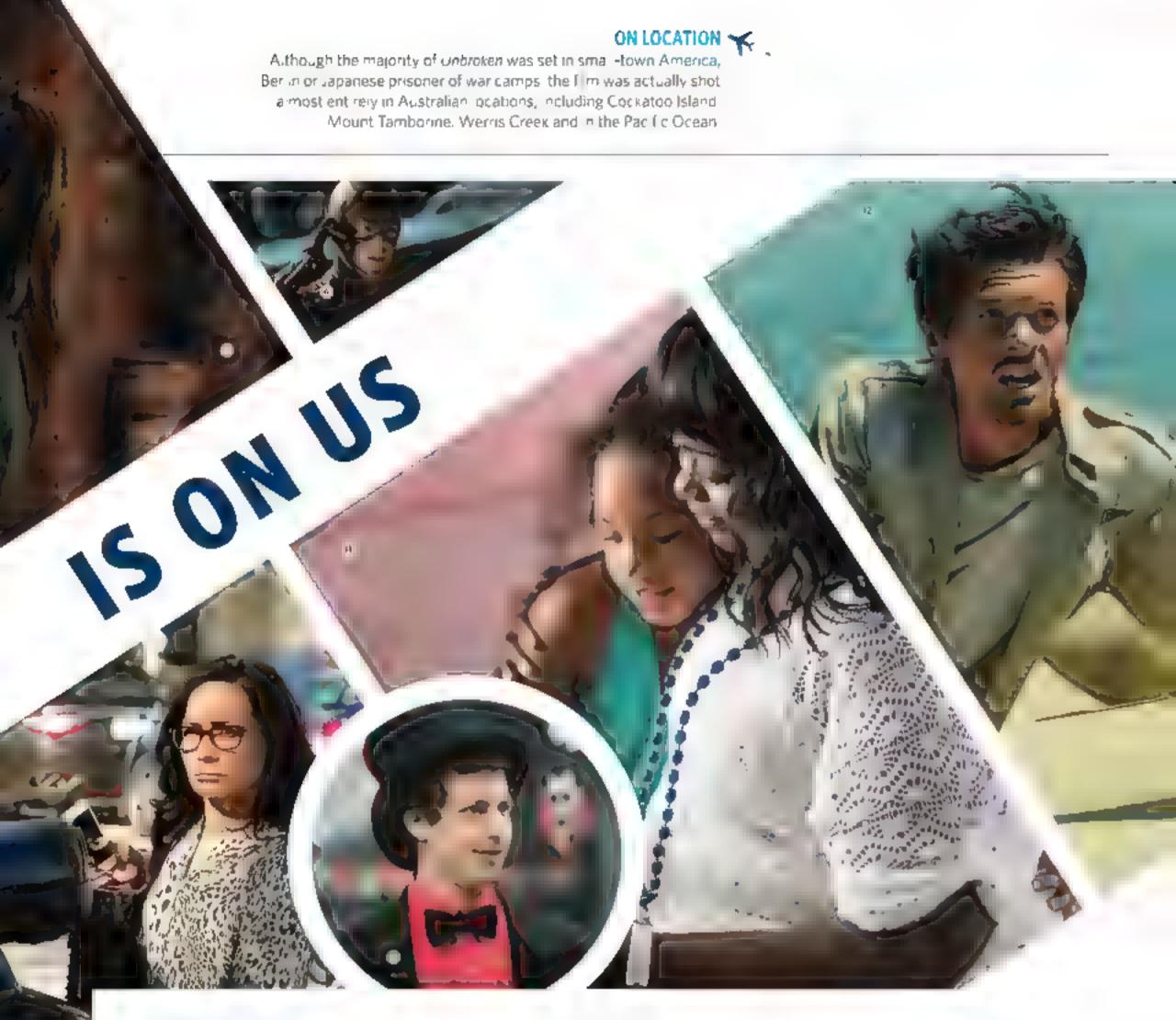
Number of televisions broadcasting the game in the Club.

#### 80+

Number of alcoholic beverages available in the club's two bars and Pat LaFrieda's Chophouse, with 60 liquor and wine options and 20 beers







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for more information on free entertainment, Closed Captioning (4), headphones and in-flight purchases, see page 119

#### **NEW RELEASES**

- 1. Still A ice Movie @
- 2. The Wedding Ringer Movie
- 3. Jane the Virgin Television
- 4. NCIS: New Orleans Television
- 5. Jupiter Ascending
  Movie 53
- 6. The Flash Television

- Staycat on Television
- Z Brake Giris
   Terevision
- 9 Gir menus Guide to Divorce Televisian
- Brooklyn Nine-Nine Television
- 11. Black or White Movie
- 12. Unbroken Mowe

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  smartphone
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Look for the color green to see which movie and TV programs are free in the main cabin.

SFE PAGE 89 OR PHOTO CREDITS 115

### ▲ DELTA STUDIO

#### MOVIES



#### 1. Breakfast at Tiffany's Stars Audrey Hepburn, George Peppard, Young country-girl-lurned-New York City socialite Holly Gonghilly fails for a handsome writer.

after he moves into her

apartment building

2. Leviathan Stars Aleksey Serebryakov, When the corrupt mayor of a Russian coastal town wants to repossess Kolya's land and abuses the raw to do it. Kolva and his family decide to fight back

#### 3. Into the Woods Stars Meryl Streep.

A CO sed up y wite . gives a bake, and his wife thiele days to indi her he ingredients she needs to become beautiducagain in they do no sucreed they will be child ess forever

#### 4. The Imitation Game

Stars Benedict Cumberbatch, Keira Knightley. Mathematics genuis Alan Turing is ecruited to help crack he Nazi code enigma. believed by many loipe. unbreakable.

#### 5. Project Almanac Stars Jonny Weston.

While going inrough his late father's belongings David and his rilends find blueprints to la-1 me machine, When they bould it and have back in time. things begin to go velly wrong

#### FEATURED MOVIES

AMARD

Stll. Ance 🛗 Black or White

Whiprash 💷

The Gambier Foxcatcher

The Judge 🛗

The Imitation Game

The Theory of Everything

#### MOVIES SET IN NYC

Breakfast of Tif any s

Moor soners

The Godwicher

As no Hall

Spiggish

Do the Right Thing

Deli Man No WOLK

To Sover was right

Day by AP length

#### SKY KIDS

Fairtust Mic Hor

Big Hero 5 XX

Designation Table 7 ...

Alexander and the Terrible, Hornble No.

Good, Very Bad Day Tellingpe Mt. Lant Fingal

T 2 2

The Book of Life B The Boxgrolls (iii)

Fr. Chig

Matehasa .....

#### INTERNATIONAL TITLES

Martin No.

 $P_{\rm O2}$  II

war ner Aujara

the Ma

it hoobselle dealth &

#### ROMANCE

Love, Rosie

Tal Barw da Don't Go Breaking My

Bay Print Love The Best of Me

The Fault in Our Stars

Begin Apain

Magic in the Moonlight III

#### COMEDY

The Wedding Ringer

(bef Horrabio Busses 2 .....

Top Five

Financia Meja Mise Tour Neighbors -

THRILLER The Equalizer

The Make Runners

Grandon in to

G - one 🔛

**Fury** ■

Her lies: The Three or 95-11

Foxcatcher No Good Deed "Like a lot of people who visit Mexico, I thought I knew Oaxaca. Then MUNCH ES asked me to take another look. What happened next is a journey through the state's complex regional cursines, its glistening Pacific beaches and mind-blowing mountain landscapes, which I wan I soon forget."



-Daniel Hernandez, MUNCHIES hast/contributor

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Halt and Catch Fire AMC sinal: and Catch Fire returns for an all-new season. Premieres May 31, Sundays 10/9c Only on AMC



The Jinx
This miniseries digs into the file of real estate heir and key suspect in a series of unspiver crimes Robert Durs beginning with the investigation of the 1982 disappearance or his wite.







#### The Good Wife

Stay at home mom Alicia Florrick must return to work to provide for her family after a humiliating political scandalands her state attorney husband in ja

#### YOU MIGHT ALSO LIKE:



Gotham



How to Get Away with Murder

#### Manny

A documentary on 10-time boxing world champion Manny Pacquiao, from his impoverished childhood to his triumphs both in the ring and as a Philippine congressman

#### YOU MIGHT ALSO LIKE:



Sports Jeopardy!



Champs

#### Parks and Recreation

With the help of her co-workers, the passionate deputy director of Pawnee's parks and recidepartment strives to make their small Indiana town the best it can be

#### YOU MIGHT ALSO LIKE:



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Mark Ronson Uptown Special



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Bitl Evans The Bili Evans Album



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**Lee Brice** Drinking Class

X

Prince Royce ft, Snoop Dogg Stuck on a Feeling

One Direction Night Changes AC/DC Play Ball

**Calvin Harris ft, Ellie Goolding** Outside

Singer-songwriter and record producer **Prince Royce** is one of the hottest names on the music scene right now. Currently up for four Billboard Latin Music Awards (with 20 wins under his beit already), he will be joining Ariana Grande on her summer tour which kicks off July 16 and goes through October 15. Be sure to listen to his current hit. Stuck on a Feeling.

Sia Chandelier

**Hozier** From Eden

DELTA ARTIST SPOTLIGHT

John Legend You &

Mark Ronson ft. Bruno Mars Uptown Funk

J. Cole Apparently

Selena Gomez
The Heart Wants What It Wants



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   A Byliner Original
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- Pulse Big Country
  - Good Things
     Happen in Threes
  - TED Ideas
     In Flight
  - Rock
- Ritmo
   Canente
- Love Songs
- Spotaght: The Cult
- Jazzy Women



#### Chill Conceived Chilled, cool

sounds are ahead with this mix of efectronic racks from **Daft Punk**, Sasha, Ryuichi Sakamoto and others



#### **Go For Saroqua** Enjoy the best of the Baroque

of the Baroque
period of
classical music
with artists
such as Yo-Yo
Ma and Simone
Dinnerstein.



#### Good Things Happen in Threes Hear he 3/4 time signature from diverse artists

such as Bob Dylan, John Mayer, Dave Matthews Band and more.



#### Jazzy Women Songs from the contemporary

women in iazz'
René Marie,
Ann Hampton
Callaway Carol
Sloane, Janis
Siegel and more

### Priory

Priory, the a t-pop band hailing from Port and Oregon, gained attention in 2014 attention in 2014 attention drop of its hit single Weekend. Their debut a burn, Need to Know, is now available, and be sure to catch the boys touring North Amelical through June 14



CONCERTS

ATLANTA (ATL) Hozier May 8 Zac Brown Band May 8-9 Blake Shelton May 16 PAR 5 (CDG) J. Cole May 10: Ariana Grande May 14-15. AC/DC May 23



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From Alaska/Hawaii/Mexico/ Caribbean/Central America Song One Español

To Alaska/Hawaii/Mexico/ Caribbean/Central America McFarland, USA Español

Japan to Micronesia\* Night at the Museum. Secret of the Tomb 日本語

Micronesia to Japan Maestro!\*\* 日本語

\* Guarn, Palau, Saipan, \*\* Subtitles in English.









1. Song One Stars Anne Hathaway, Johnny Flynn, After a car accident puts Henry in a coma, his sister returns to New York City. and convinces Henry's favorite musician to play by his bedside with the

hope of reviving him.

2. Maestro! Stars Michael Lonsdale, Piu Marmaï. A struggling actor. ands a role in a lowbudget film directed by renowned art house. director Cedric Rovère. who helps him reach his

acting potentia

3. Night at the Museum: Secret of the Tomb Stars Ben Stiller.

Museum guard Larry Daley finds himself in trouble once again. when the exhibit s many characters begin acting strangely.

4. McFarland, USA Stars Kevin Costner

After moving to a predomina ely Latino community, coach aim-White forms a cross country learn that helps dissolve the cultural obstacles he and his students lace.

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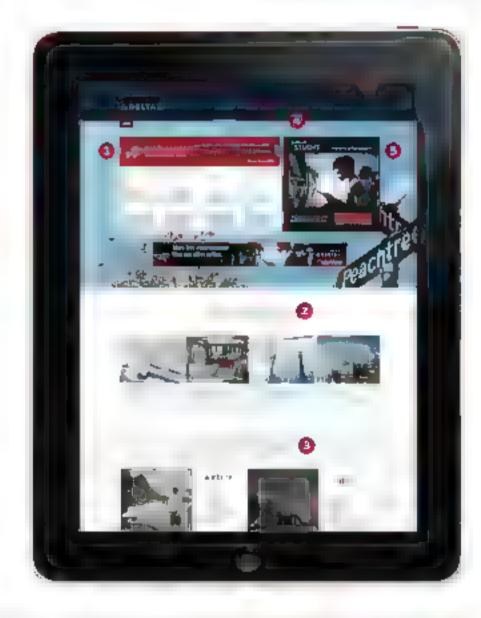


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AIRPLANE	8777- 200	8737- 700	8737- 806	8737 900ER	8747- 400	B757-200 Select Growth	H757-300 mest direraft	8767- 300	8767- 300ER	8767- 400ER	B777	A330	MOSE	MD90	CRJ900 ade are alt
110-VOLT	Ai rows	Rows 3	Rows & all aircraft Rows (3-2) select aircraft	All	Rows 1-13, 2, 3 and 72-80	Rows 1-4 and 18-27 or 3-7 or all rows alternoon must	Ai rows	Rows 1-5	Rows (6) and 3-22 or 9 and 17-26 or rat	Rows 1-10 and 15-24	Rows 2 and 29 38	Rows -6 -and 10-19	Roves 4	Rows 1-4 and 10-12	Rows 4
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# DRINKS + EATS

#### FEATURED BEVERAGES

#### **New Coffee**

De tails proud to serve Starbucks". on all of its flights worldwide Pike Place<sup>a</sup> Roast is a well-rounded medium. biend that sirich, smooth and balanced.

#### Raising the Bar

Grey Goose Vodka and Jack Daniel's Single Barrel Tennessee Whiskey have been added to the spirits available in the Delta One™ cabin. In addition, customers in First Class, Delta Comfort+™ and the Main Cabinican now en by Finland a Vodka



#### GREY GOOSE



#### EATS

On board flights of 900 miles or more and select Caribbean and Latin American markets, you may purchase the individual snacks below or try our EATS treats and tapas snack boxes. EATS purchases are not available on Delta Connection's rigle-class aircraft





Mrs Mays Crunch Mac





Old Wisconsin\* Beef Salami Strees. Pepperidge Farmi Baked Naturals Wheat Crisps, Rondelé\* Peppercorn Parmesan Cheese Spread, Peppendge Farmit Cheddar Goldfish: Crackers Weich's Fruit Snacks, Mixed Fruit Oreo" Cookies, Mentos: Mint



Stacy's Brand" Pita Chips, GoPienic " Garden Hummus Dip, Dipin™ Pepper & Artichoke Bruschetta Crunchmaster\* Multi-Grain Crackers with Sea Salt, Olympos® Pitted Greek Olive Mix with Herbs, Vacaville Fruit Company Snackins Mediterranean Apricots, Madi Kis' Almonds Dancing Deer Baking Co.\* Sweet Lemon Cookie Nibbies, Varda nocolatier" Dark Chocolate the profession of

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Desta An Linux accepts credit and delast ranks only for all unboard purchases. Deby resedu cards or cash are as replied on initial Asia routes. Dotta Connection in gots with single mass service accept rast only. ATM cards are not accepted. Dobit cards are only accepted if they bear a major credit card togo.



Don't leave savings up in the air Receive a 20% savings in the form of a statement credit\* on eligible Delta in-flight purchases. after using your Delta SkyMiles Credit Card



#### **Alcoholic Beverages**

Alcohol may be served only to customers 21 years of age and older By FAA life we may not serve alcohol, o customers who appear intoxicated. Only alcohol provided by Delta and served by flight attendants may be consumed on board,

#### 5PIR T5 \$8

Avión Tequila Bacard' Rum Baileys rish Cream Bombay Sapphire Dry Gin. Canadian Club Reserve Whisky Courvoisier V.S.O.P Cognaci Dewar's Scotch Finiandia Vodka Grey Goose Vodkat Jack Daniel's Single Barrer Tennessee. Whiskey! Jack Daniel's Tennessee Honey Whiskey Jack Daniel's Tennessee Whiskey

#### WINES \$8

Red or White

#### DOMESTIC BEER \$6

Woodford Reserve-Small

Batch Bourbon

Miller Lite

#### SPECIALTY BEERS \$7

SweetWater 420° Blue Moon Ballast Point\* Brooklyn Brewery\* Stella\*

Heineken Samuel Adams-Boston Lager

Wente Wines are available in the Main Cabin on North American flights. We applicate it your selection is not a make in region. The his APT with and DAT. Connection. Highta within Florth America (including the United States) Canada, Merico, Central America and the Caribbean) eccent credit/debit cards only for onboard purchases. exist or that girls a cert ashiev-First and Delta One or cabins, all been wine and spuits. are complimentary. For a complete risting of review and chempagnes available in Delta One™ pletse refer to your menu or ask a flight attendant for roday's selection. In Delta Comfort+\*\* and the Main Cabin on interportsnental and entra-Asto flights, all beer, wring and spints are complementary in Delta Comforts Page on all lights to and from Canada, Meioco, Central America and the Ceribto in he are and into the opening of small the property of ak aco in an in in in the analysis are any and there are interested in a conserve degree as we'll as complimentary beer wine and Boston/Chicago/Nero York Clip/Washington, D.C. Onta Shuttle \* Psyches, all pressengers will enjoy a selection of complementary wines and beers (some complimentary beverages may not be available on Shuttle lights. Onor one or to an include as wed as Starbucks\* collegic complimentary Wenter A-ne and the following beers. Weller July Laguritas Brow ng en numer devices og engal Affergen

information for all food products is available from flight attendants upon request on Delta-operated flights departing from the following cities: Amsterdam (AAAS), Athens: ATH), Barcalona (BCN), Brussets (BRU), Copenhagen (CPH), Oublin (DUB), Dasseldorf (DUS), Fronklight (FRA), London (LHR), Machid (MAD), Malaga 6 flight attendant 8 neckling is an option AGP), Manchester (MAN), Milan (MXP). Munich (MUC), Phop (NCE), Pans (CDG), Pisa (PSA), Progue (PRG), Rome (PCO), Shannon (SNN), Stockholm (ARN), Stuttgart (STR), Venice (VCE), Zerich (ZRH).

#### Complimentary Beverages























#### SOFT DRINKS

Coca-Cola Coca-Cola Zero Diet Coke Fresca Sprite: KUAT

#### MIXERS

Mr. & Mrs. "T" Bloody Mary Mix Seagram's Ginger Ale Seagram's Sparkling Seltzer Water Seagram's Tonic Water

#### JUICES AND BOTTLED WATER

Minute Maid Apple Juice Minute Maid Cranberry Apple Cocklail Minute Maid Orange Juice Tamaro Juice: Bottled Water LaCroix Sparkling Water M Ik

#### HOT DRINKS

Starbucks® coffee Starbucks VIA® Ready Brew Decaf Biggiow Teal Harney & Sons Tea\*

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Delta Ali Lines is aroud to serve products from The Coca-Cola Company

Not all beverages are available on all flights. Available on Hights to anti-from Brazil only 0 6 qts up Select Southeast Likes only many manages on

a de was de souples and les policy or only magnified in modified in Several disher ship to talk around the inturnity. Rebates from Della's In-Sight Recycling Program benefit Habitat for Humanity. Ask bin toolay's flight

Pike Place is a registered trademore of The Pile Place Migriget PDA, spect under ficense.

在美国现代服务 三基等於阿达美国统政务的指挥人可免费尔用应准 朝后而用品类的准 我们把在贷款 电动控制速离次产品 我们在多数。猫 联班卡克黎提出精商 聽情趣 推新 杂日本形线 自各次別籍 如 果各想 佩克子卡峰商务位提供的能源的用套镶织的 体拍点 成形属现象内的整单或向垂系引导脉

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# IN-FLIGHT INFORMATION

#### PORTABLE ELECTRONIC DEVICES









Laptop



Remote Cantrol lays T v

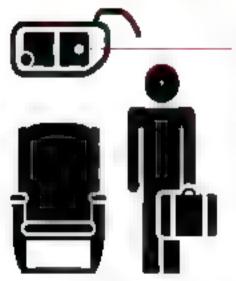
Two-Way Radios or Transmit ers

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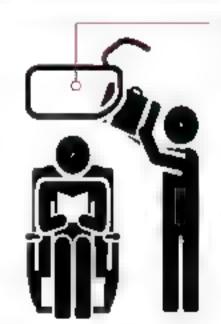
Persona A. Punifiers

#### CARRY-ON BAGGAGE

PERMITTED



Stow carry-on tems in overhead compart ment or under seat Items you need to access should be stowed under your seat



use caution when stowing items overhead

> Pers must remain in closed hard- or soft-sided carriers at all times



ALSO OF NOTE

#### Mobile Phone Usage

Mobile process ر څه د خه د څه at the gate in



flight when in Airplane Mode ani. a le INDEX PAS OF BURE 1 IN cabin mil

#### Please Be Considerate

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#### **Spare Batteries**

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#### Tobacco

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Cabin issues on your flight? Please share your feedback at cabin.mtc@delta.com.

# AT YOUR SERVICE

YOU ASKED, WE ANSWERED

## "TODAY" ON THE FLY DELTA APP

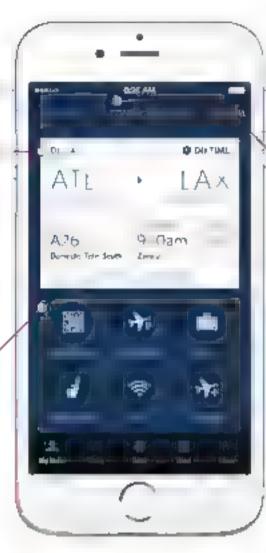
With the new fly De talapp for Phone and Android, you get everything you need for your trip all on one screen. Versatile, capable and reliable the app does practically everything you need to make your travel plans and keep them on track.

#### **Flight Details**

Starting 24 hours before your flight, the app will automat cally disp by the new "Today" screen, which gives you a quick and easy way to view gate and terminal, boarding time, seat assignment and even your spot on the upgrade st

#### All in One Place

It a so gives you one-tap access to your boarding pass, bag tracking status, Wi-Fi purchase and more.



#### Easy Connect

f you have a connecting flight, simply swipe forward to view all of the same options for each leg of your journey

#### Need help with rebooking, changing seats or printing a new boarding pass? You can

#### Fly Delta app

now use:



#### Kiosk



#### delta.com



#### Delta Sky Club: Retreat from the ordinary

De ta Sky Club® is an award-winning lounge where you can work or relax in style. And with Clubs worldwide, finding a reprieve is easy

#### Members enjoy:

- Fully stocked bars with complimentary house beer, wine and spirits
- Fresh, healthy food offerings, served a day
- Persona ized flight assistance
- Complimentary Wi-Fraccess
- Sate lite TV for sports, news and more
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Plus, you can indulge in premium wine, beer, champagne and spirits for purchase at the Delta Sky C ub Luxury Bar in addition to our complimentary bar offerings. Stop into a Club or visit **delta.com/skyclub** to purchase or renew your membership today and learn about membership options.





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Award for Best Single Achievement

France of the Surface of the Surface

#### Controlling the unexpected

- Please check the Flight Information Screens for up-to-date flight information. These screens may be located near a Need Help? Center or gate area.
- f you have missed your
   f ght due to a delay or
   cancellation, you will be
   automatically rebooked on
   the next available flight
- You can scan your existing boarding pass at any available Delta scanner to receive your new fight information. Delta scanners are located at our Need Help? Centers or in select gate areas at many Delta airports.
- We' make every effort to reroute your checked baggage to your next flight

#### DO YOU HAVE OTHER QUESTIONS?

Call 4 1-855-548-2505 Tweet us 4 @DeltaAssist

#### FEEDBACK?

Have a comment or complaint regarding your Delta experience? Share your feedback at delta.com/talktous Please have your flight details available, including flights number, date and departure and arrival cities

# **WORLDWIDE PARTNERS**

#### ALLIANCES THAT TAKE YOU FARTHER





# SKYTEAM

#### Welcome to an oasis of tranquility . . . The SkyTeam Exclusive Lounge.

Step into a SkyTeam Exclusive Lounge and unwind. In this peaceful place, the buzz of the terminal is behind you and our rush botanical wall adds a breath of fresh air to your trave so if businessical is, our complimentary internet and recharge out etsible place you keep things rolling smoothly along. You will hid us at London Heathrow's T4 is stanbul and Sydney and keep an eye out for another SkyTeam Exclusive Lounge opening soon in Duba. Visit us there or at any of our more than 500 lounges, and enjoy all the preflight or stopover relaxation. Check out our Lounge 8 index at skyteam.com or download the SkyTeam app

### **SKYTEAM**

Delta wants you, as a world traveler and a valued customer, to have more flex bility and more choices in your global travel. So we've joined with 19 strategically based airlines to create the SkyTeam global air inelatiance, but It upon the principle "Caring more about you" How do we care more about you? By taking care of your needs throughout your travels:

#### Planning Your Trip: Special SkyTeam Offerings

- Round the World Travel Pass and Planner
- America, Africa, Asia, China, Europe, Taly, Mexico and Russ a Trave Passes
- SkyTeam G obal Contracts and Global Meetings
- Guaranteed full-fare Economy Class reservations for SkyTeam Elite Plus customers with 24-hour notice on long-hauliflights

#### At the Airport: Passenger Perks

- · Seamless connections with single check-in
- Access to more than 500 a roort, ounges wondwide.
- Sky Priority "Check in, Sky Priority Boarding and Sky Priority Baggage Handing, as well as Preferred Seating and reciprocal lounge access depending on Elite status.

#### In-Flight: Consistent Service

- In addition to the language of each carrier.
   Engish is spoken on every flight.
- Special meals across al international flights

#### When You Arrive: Earning Frequent Flyer Miles

- You can earn\* and redeem miles with every SkyTeam air ine.
- Frequent flyers are able to book Mult. Carrier Awards, enabling them
  to use any SkyTeam carrier with one single Award Ticket, offering
  travel opportunities for fewer miles.

Grand asset service test security on contrast to service design

#### Enjoy Our New SkyTeam Exclusive Lounge in Sydney

The latest addition to the growing ineup of SkyTeam Exclusive Lounges opened at Sydney's Kingsford Smith Airport. In this luxurious new facility travelers can leave the hectic terminal behind and unwind in comfort.

The Exclusive Lounge provides everything you need, from complimentary Internet connectivity and delic ous snacks and beverages to a wellness center and a lush botanical wall. Each detail is aimed at providing a relaxed experience catering to travelers ineeds. This adds to the line of SkyTeam Exclusive Lounges at London Heathrow's T4 and Istanbul Ataturk Airport.

#### OTHER TRAVEL PARTNERS

In addition to our SkyTeam partners, De tala so has other trave: partners that offer codeshare flights and frequent flyer agreements. Together, we are committed to offering you high quality service, convenient travel options and more opportunities to earn and redeem miles. V sit de talcom/partnera rines to learn more



#### Heathrow Heads Up: We now fly from LHR terminals 3 and 4.

Before you iff off to or from London please note that Delta flights operate from LHR T3 and T4 Flights operated by Virgin At anticiare in LHR T3. Be sure to check your flight status at deita com or via the Fy De talapp to confirm your terminal information 2½ hours prior to departure And visit delta com/virginatlantic for additional traver information including the many benefits you enjoy through our partnership with virgin Atlantic

▲ DELTA | Virginaliantic

#### T3 Flights

Boston (BOS) New York (EWR) New York (JFK) Los Angeles (LAX)

#### **T4** Flights

Atianta (ATL) Detrot(DT ∧) Minneapolis St. Paul (MSP) Philadelph a (PHL) Seattle (SEA)



The transatiantic partnership between Delta, Air France-KLM and Alitalia offers you more choices and more convenient and frequent flights.

tialso means, regardless of which airline you re fly ng with, you will enjoy access to one of the largest airport lounge networks and dedicated reservations centers in Europe and North Americal Plus your travel is more rewarding with upgrade and mileage-earning opportunities through De ta-SkyMiles,





















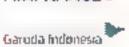
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# SKYMILES



If you're reading this and not enrolled in the SkyMiles program, you're not getting all you can out of your trip. Get rewarded when you fly with us with a SkyMiles membership. Visit delta.com/enroll to sign up. You can also request credit for the past 30 days' flights (including this one) at delta.com/mileagecredit.

### Earn Miles on More than Just Flights.

Love earning miles? Thanks to our SkyMiles partners, you can earn miles on more than just flights. Whether you're booking a hotel or car for your next business trip, shopping or dining out with friends or doing business with our partners, boosts your mileage balance faster. And remember, Delta is the only major U.S. carrier whose miles don't expire











#### Use Miles for More than Just Award Travel.

You can use your miles in so many ways.

- · Airfare: Book Award Travel to any of our 319 destinations in 59 countries
- Once-in-a-Lifetime Access: SkyM les Experiences is your licket to award shows concerts and more
- Charity: 5kyWish lets you do good by donating to 17 top charities
- Shopping: From fashion to electronics, SkyMiles Marketplace lets you use miles for the brands you love
- Delta Sky Club® membership: Relax away from the gate in any of 200 award winning ocations worldwide.

#### **Best Travel Tip**

"Be kind and have a positive attitude when traveling There are always situations that can be stressful. like delayed travel plans, but people are always more willing to help if you are polite to them. And smile when you can it could eas ly make someone's day!"

—Kenny Henz, Diamond Medallion® member

 JOIN NOW AT DELTA, COM/ENROLL

MEDALLION LEVEL 4	SILVER	GOLD	PLATINUM	DIAMOND
Medanton Quarfication Miles OR Medathon Qualification Segments AND Medanton Quarfication Dollars	25,000 OR 30 AND 53,000	50,000 OR 60 AND \$6,000	75,000 OR 100 AND \$9,000	125,000 OR 140 AND \$15,000
Inlimited Complimentary Upgrades (Full Y Ford):	Booking	Booking	Book ng	Booking
unlimited Complimentary Upgrades (Discounted fares except E) <sup>2</sup>	1 Day	3 Days	5 Days	5 Days with Priorit
Delta Comfort*** Seats for U.S. and International Travel**	Complimentary 24 hours prior to departure	Complimentary 72 hours prior to departure	Complimentary at time of booking	Complimentary a time of booking
same-Day Confirmed and Standby Fee Waivers <sup>2</sup>		•	•	
Jollever Medailion Qualification Milee	on mited	Unlimited	Unlimited	Unlimited
Medailion Mileage Bonus <sup>4</sup>	2 additional miles per dollar*	3 additional miles per dollar*	4 additional miles per dollar*	6 additional mile per donar*
referred Seats <sup>2</sup> /Waived Baggage Fees T	•		•	Ð
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### SkyMiles Experiences: On the Field. Backstage. Front Row.

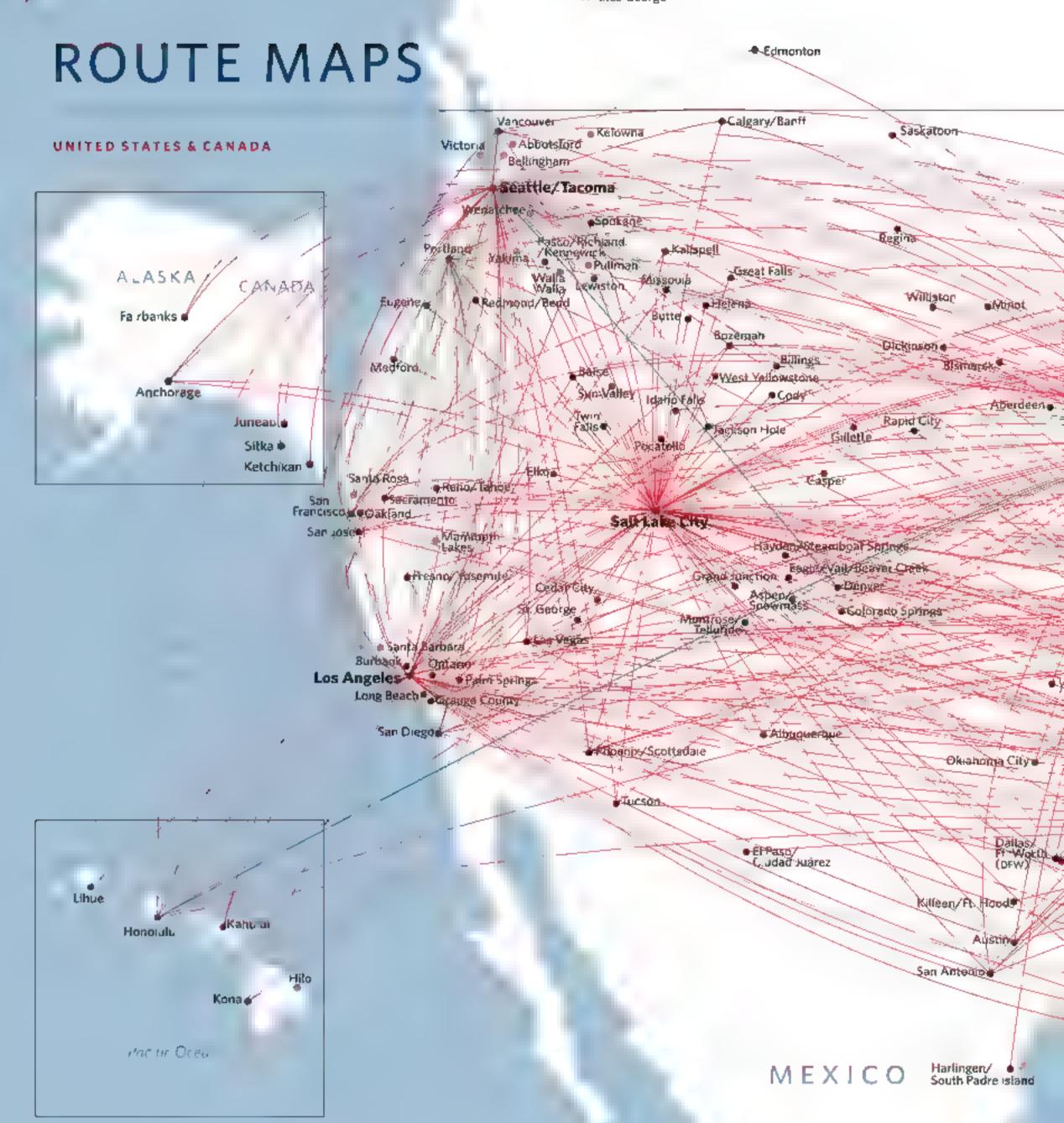
Did you know SkyMites members can use mites to bid on incredible experiences like this that you can't get anywhere else? **delta.com/experiences** 

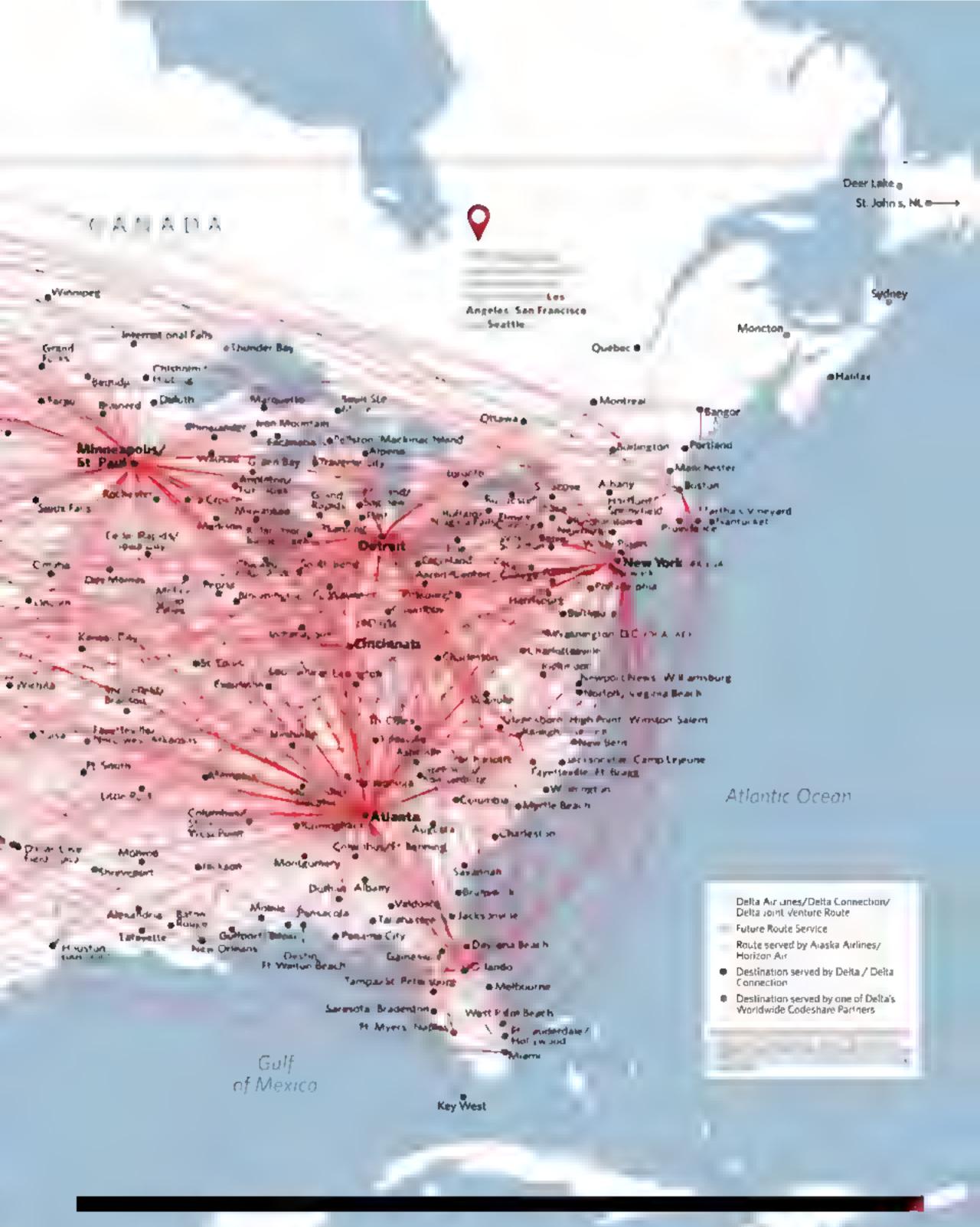


Disney's Cinderella movie premiere Winner: Kenny Henz, Diamond Medallion member

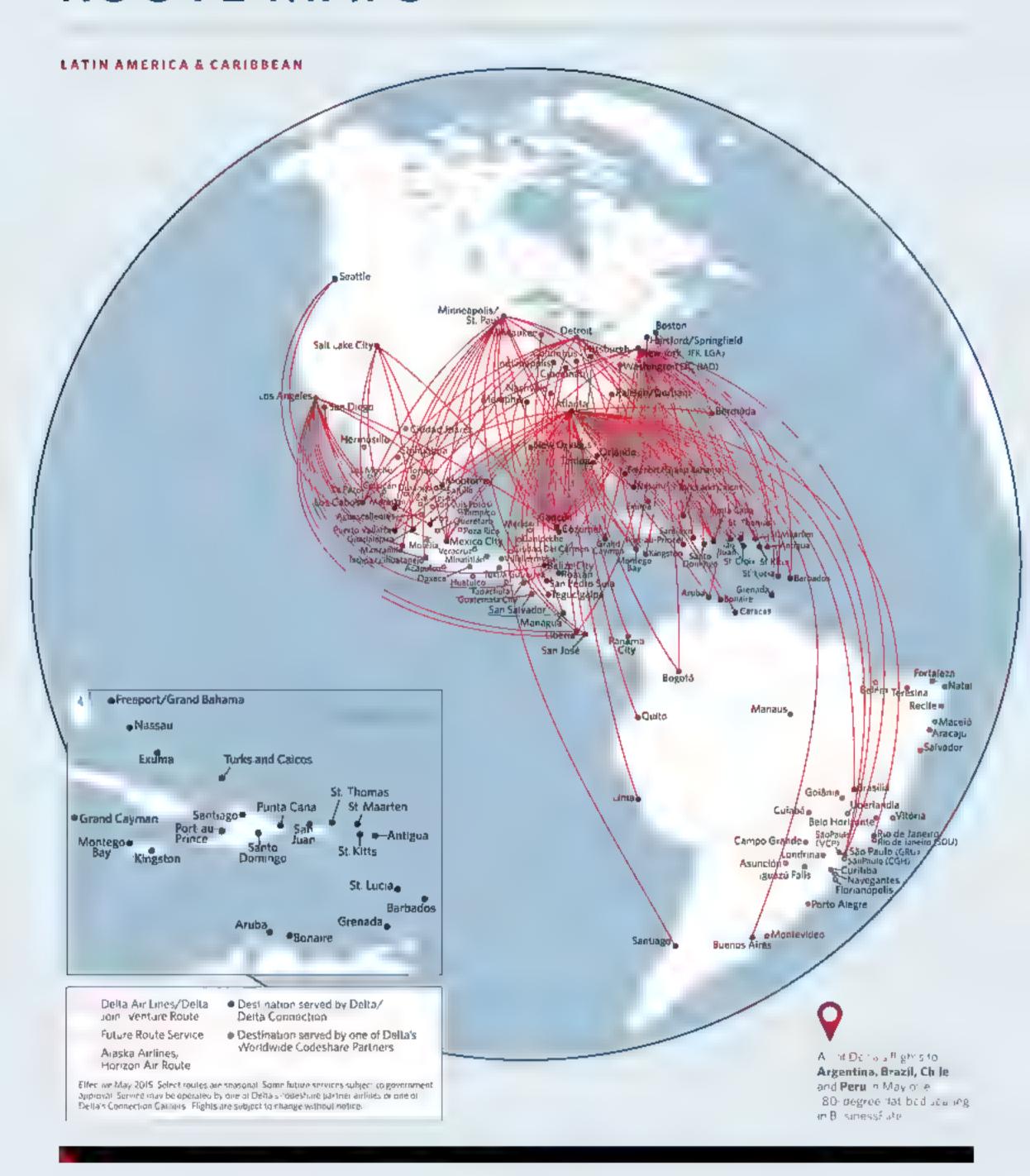
premiere was amazing! Taking my family to be the first in the world to see the movie, walk the red carpet and enjoy the Royal Ball preparty is something we will always remember Thank you, Delta, for allowing me to use my miles for such a once-in-alifetime experience!"

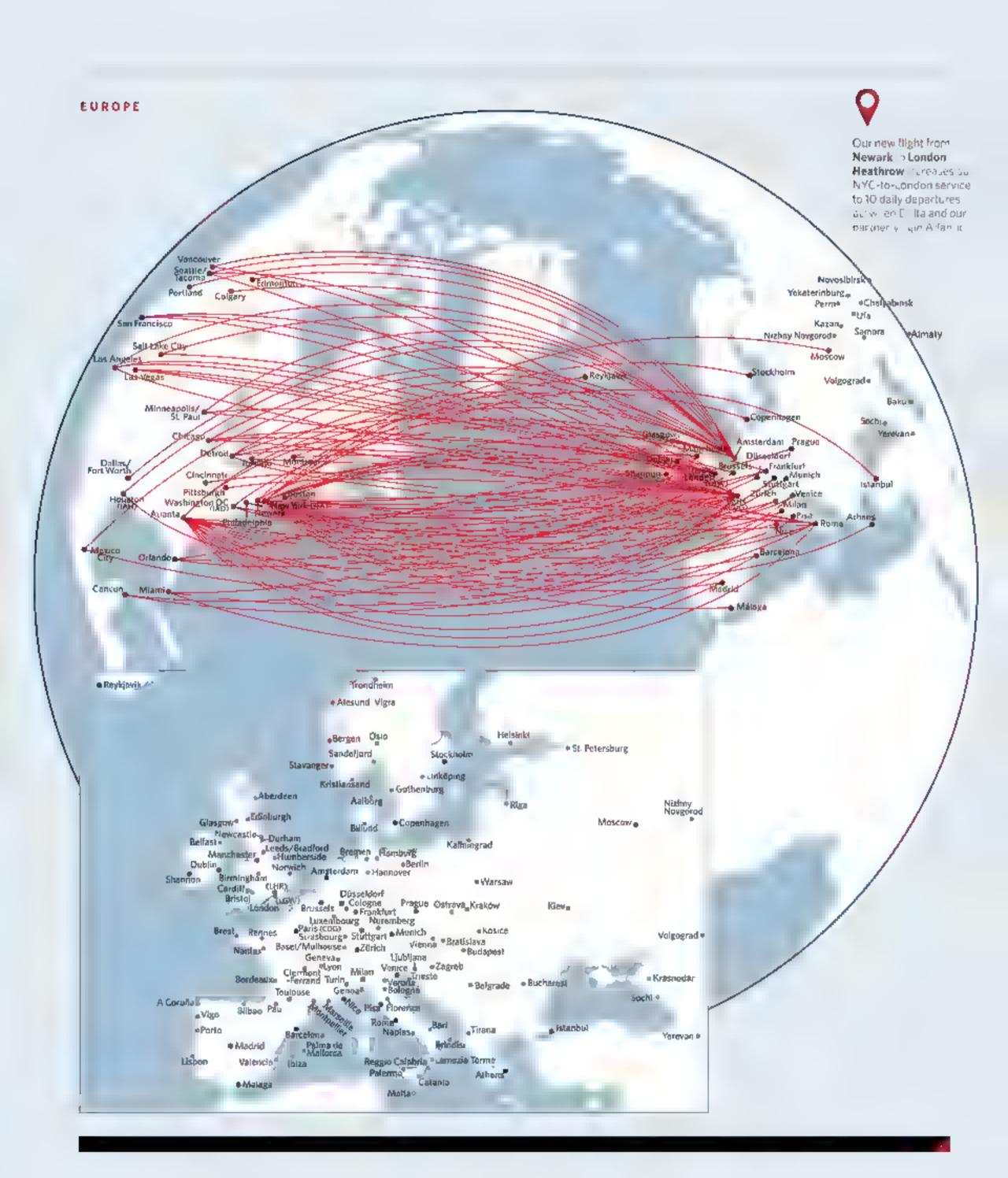
**Prince George** 



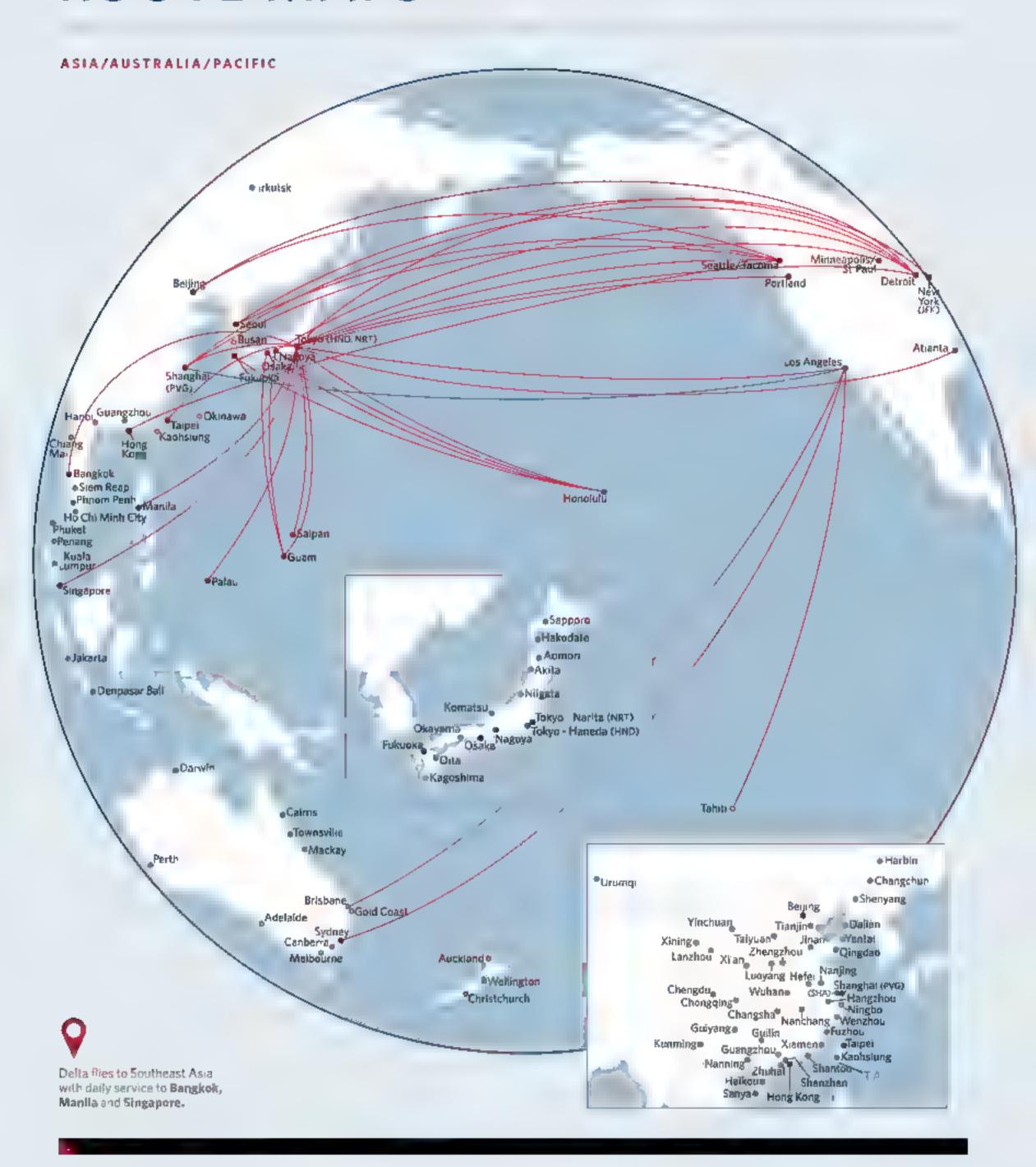


# ROUTE MAPS





# ROUTE MAPS





# PASSENGER INFORMATION

# SECURITY STREAMLINED WITH TSA PRE \*\*\*

Want to cut in line—and not fee gurty about it?

TSA Previs an expedited screening initiative where selected passengers may not need to remove their shoes, jacket or beit or their aptop from its bag.

The program is available at more than 120 ocations. To find out whether an airport offers TSA Previook for the TSA Previogo sted in the Termina Maps section of this saue or visit tsa gov for a full list

Passengers are selected for TSA Previon a flight-by-flight basis by TSA. To ensure that you're eligible to be considered, you may

- Consider applying for enrollment in a Customs and Border Protection (CBP)
   Trusted Traveler Program, such as Global Entry, NEXUS and SENTR. These programs provide expedited passport control and customs screening upon arrival into the U.S. and are a great choice for frequent international travelers.
- Apply for enrollment in the TSA Previous program, which provides a great option for those who may not have a passport but travel frequently within the US
- Update/add your Secure Fight
   Passenger Data, and if applicable your
   Department of Homeland Security assigned Known Traveler Number (KTN)
   to your profile at delta.com/profile
   Then look on your boarding pass to see
   if you we been selected for TSA Pre√

Participating in one of the CBP Trusted Traveler programs or the TSA application program offers the best chance to receive expedited screening. For more information about TSA Previousit delta.com/tsaprecheck.

# AUTOMATED PASSPORT CONTROL (APC)

Background:

Automated Passport Control (APC) krosks are an efficient self-service technology that he ps expedite International arrival processing for customers, including families traveling together Passengers provide a scan of their passport(s); capture a photo, respond to customs de



respond to customs declaration questions, confirm flight details; and claim a receipt for presentation to the CBP officers as a final step of their processing

#### **Delta Locations:**

Hartsfield-Jackson At anta International Airport (ATL), New York/John F. Kennedy International Airport (JFK), Seattle-Tacoma Airport (SEA), Minneapoiis-St. Paul International Airport (MSP), Detroit Metropolitan Wayne County Airport (DTW), Los Angeles International Airport (LAX)

Additional locations, AVA, AUH, AUS, BOS, CLT DEN DEW DUB, EWR FLL, IAD IAH, MCO, MDW MIA NAS, ORD, PHL PHX RNO, SAN TPA YEG, YUL YVR YYZ

#### Eligibility:

All U.S. C tizens, U.S. Lawful Permanent Residents, Canad an C tizens and International V s tors from Visa Walver Program countries are eig bie to use APC klosks. Visa Walver Program visitors must have Electronic System for Travel Authorization (ESTA) approval prior to travel and have visited the United States on at least one occasion after 2008.

Visit cbp.gov/travel/apc for more information

# ocessing for sistemers, inc ading milies traveling gether Passengers ovide a scan their passport(s); ipture a photo, spond to customs declaration

#### Upon Arrival

n addition to passport and document processing, all international visitors will have their fingerprints scanned by an incless device and a digital photograph will be taken. This will add only seconds to the overall entry process

FOR PASSENGERS

FOR AUTOMATED

CONTROL (APC)

CBP Form 6059B Customs Deciaration

with a "yes" or "no". The form must

be signed and dated Please print

Entries must be made in ENGLISH

and in ALL CAP TALLETTERS. The

Customs Declaration Form will be

legibly, using black or blue ink

distributed during the flight

Before arriving in the United States, each traveler or head of family in possession of a visa or arriving

under the visa waiver program for the first I me is

required to fill out CBP Form 6059B Customs Dec-

Ses opposite page for

translated

Partuguese,

Chinese and

Customs

forms in

Spanish.

laration. Most of the questions can be answered.

**NOT ELIGIBLE** 

PASSPORT

Antes de llegar a los Estados Unidos, se le solicita a cada viajero o jefe de familia que posea una visa, o que llegue à través del programa de exención de visa por primera yez completar el Formulario CBP 6059B Declaración de aduana. La mayoria de las preguntas pueden ser contestadas con "sí" o "no". Se debe firmar el formulario y colocar la fecha. Escriba de manera legible, con tinta negra o azul. Las entradas deben realizarse en INGLES y en LETRAS MAYUSCULAS. El Formulario de Declaración de aduana será distribuido durante el vuelo.

抵之前每位旅客或户主都需要填写美國海关与 抵之的每位旅客或户主都需要填写美國海关与 边防局 60598 海关甲报表 (CBP Form 60598 Customers Declaration)。大部分问题都可以回答"是"或"香"。 珍海关申报表必须签署姓名和,明。请用黑色或 临色水笼填写游楚。必须全部用英文大写字母填 写。《海关申报表》(Customs Declaration Form) 将在飞 行期五子发。

Antes de chegar nos Estados Unidos, todo viajante ou chefe de famí la portando um visto ou chegando sob o programa de rsenção de visto pera primeira vez deve preencher o Formulário de Declaração da Altândega CBP 60.598. A maioria das perguntas pode ser respondidas com um "sim" ou "não". O formulário deve ser assinado e datado. Escreva de forma legívei, usando caneta de tinta azul ou preta. As informações devem ser registradas em INGLES e em LETRAS MAIÚSCULAS. O Formulário de Declaração da Alfândega deve ser distribuido durante o voo.

#### Global Entry

Easy, Quick U.S. Entry for Arriving International Passengers

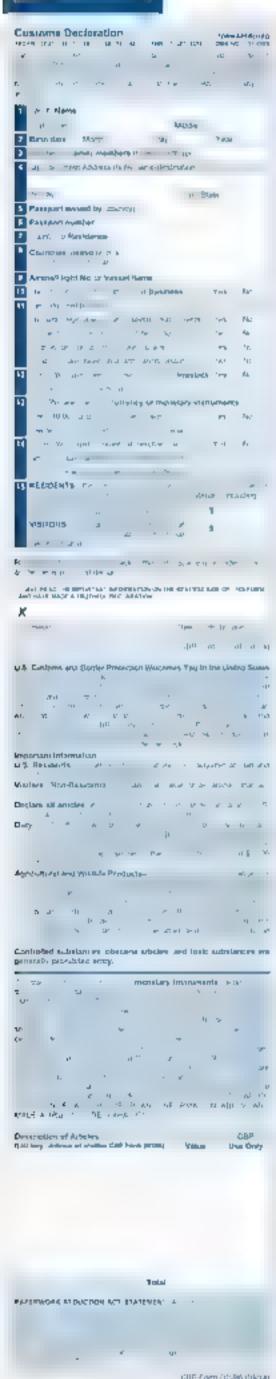
Save time entering the J.S. by using U.S. Customs and Border Protection's Global Entry program. This voluntary program allows preapproved. low-risk travelers to clear the entry process in minutes using automated kiosks.

Passengers participating in a reciprocal program with the following countries can also access the Grobal Entry krosks, Mexico, the Netherlands, Panama, Peru. Germany and South Korea. Canadian citizens and residents are eligible to access Grobal Entry klosks through membership in the Nexus program.

For Global Entry information and to apply, go to global entry, gov











20

7.0





# FLEET

The latest in wing technology recently debuted on Deita's newest 737-900ER. The "Split Scimitar" design adds a new raked tip below the upturned winglet which reduces aerodynamic drag, saves fue, and lowers carbon emissions.

A DELTA

B777-200LR

& DELTA

A330 300

B767 400ER

B757-200

& DELTA

& DELTA

#### KNOW YOUR PLANES

Seats: 376

Range: 8,357 miles (13,450 km) Speed: 561 mph (902 km/h)

Engines: 4 Pratt & Whitney PW 4056 turbofans. each generaling 56,000 lb. (249 kN) of thrust

Seats: 291

Range: 10.840 miles (17446 km) Speed: 560 mph (901 km/h)

Engines: 2 General Electric GE90-11081 turbolans each generaling 110,000 lb. (489 kN) of thrust.

Also includes the B777-200ER

Seats: 293

Range: 6,524 miles (10.500 km) Speed: 541 mph (871 km/h).

Engines: 2 Pratt & Whitney PW4168A turbolans each generating 68,600 lb. (305 kN) of thrust

Also includes the A330-200

Seats: 246

Range: 6.471 miles (10.415 km) **Speed:** 530 mph (853 km/h).

Engines: 2 General Electric CF6-80C2-88 turbotans. each generating 63,500 lb. (282 kN) of thrust Also includes the B767-300ER and B767-300'

Seats: 168

Range: 4,722 miles (7,600 km) Speed: 530 mph (853 km/h)

Engines: 2 Pratt & Whitney PW 2037 (urbolans. each generating 43,000 lb. (192 kN) of thrust

Also includes the 8757-300

Seats: 180

Ranga: 2,870 miles (4.619 km) Speed: 517 mph (832 km/h)

Engines: 2 CFM CFMS6-7B27/4B1F turbofans. each generating 28,400 lb (126 kN) of thrust Also includes the B737-700 and B737-800

Seats: 160

Range: 2 400 miles (3 862 km) **Speed:** 509 mph (819 km/h) Engines: 2 IAE V 2528-D5 turbolans. each generaling 28,000 lb. (125 kN) of thrust

Also includes the MD88 and B717-200

Seats: 150 Range; 3,009 miles (4.843 km) Speed: 521 mph (840 km/h)

Engines: 2 CFM CFM56-5-A1 turbotans. each generaling 25,000 b (111 kN) of thrust

Also includes the A319

Seats: 76

Range: 2103 miles 3 385 km. Speed: 547 mph (880 km/h)

Engines: 2 General Electric CF34-8C5 turbolans, each generating 14.510 lb (64 kN) of thrust Also includes the CRJ200" and CRJ700









Some





























**PARTITION** 

WE-FL







A. GELTA

MD90









CRJ900



E175. R

Seats: 76

Range: 2,416 miles (3,889 km) Speed: 554 mph (890 km/h)

Engines: 2 General Electric CF34-8E turbofans. each generaling 13,800 lb. (61 kN) of thrust

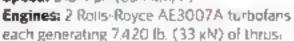
Also includes the £170



ERJ145

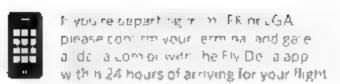
Seats: 50

Range: 1 876 miles (3,019 km) Speed: 518 mph (834 km/h)

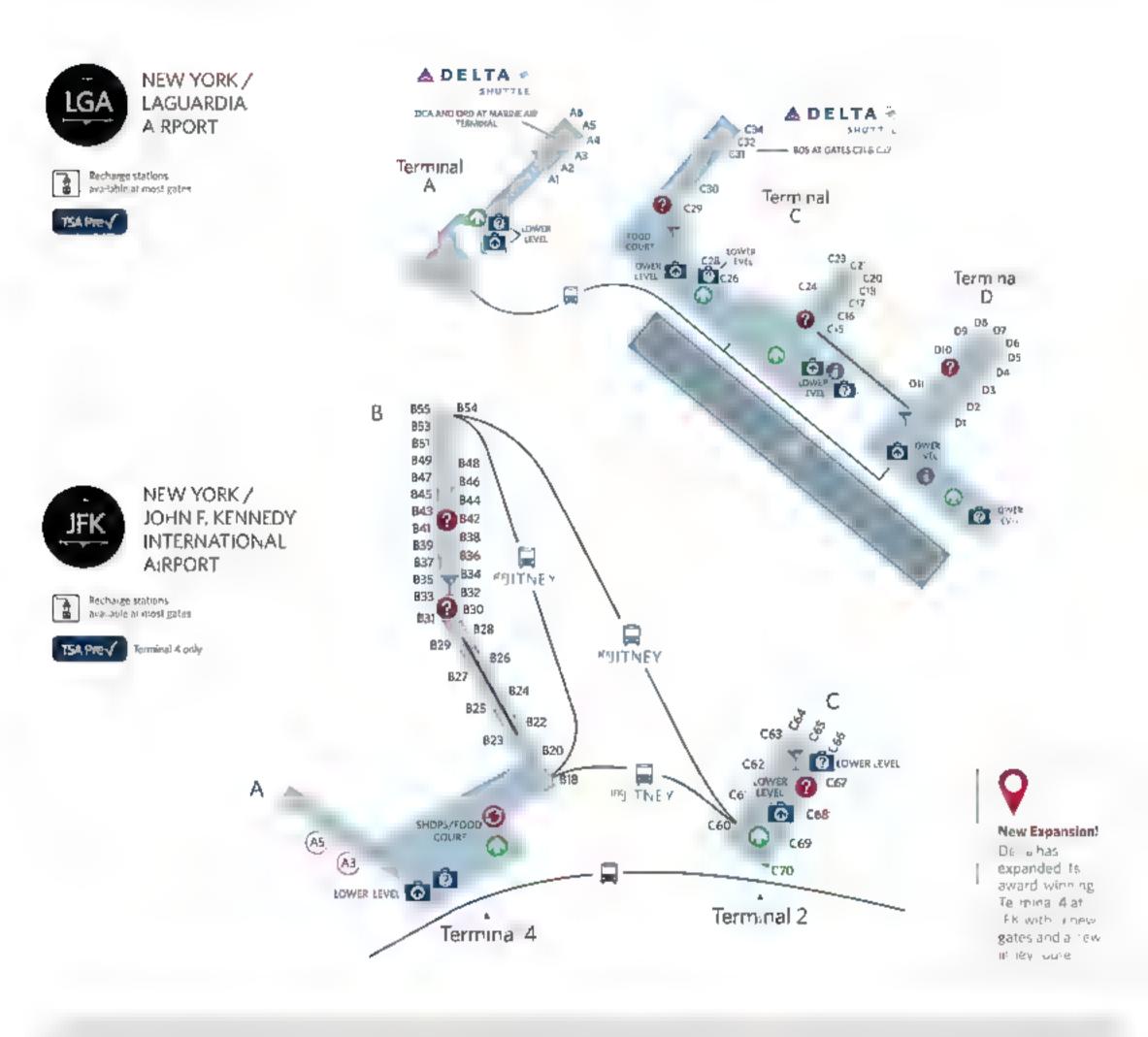




# TERMINAL MAPS



#### **NEW YORK AIRPORTS**



- Alaska/Horizon Air Boarding Gates
- (A) Virgin Atlantic Boarding Gates
- Moving Walkway/ Tram/Train
- Transfer Desk
- Delta Check-in (Ticketing, Self-Serve Kiosk, Bag Drop)
- Delta Shuttie
- A rport Shuttle
- Baggage Cialm
- Need Help? Center
- P Parking

- Baggage Service Office
  - 🝸 Delta Sky Club 🤻
- Y Partner Lounge
- Airport/City Information



Al Virgin Atlantic Boarding Gates Moving Wa kway/ Tram/Train

Transfer Desk

Delta Check-in (Ticketing, Self-Serve Kiosk, Bag Drop)

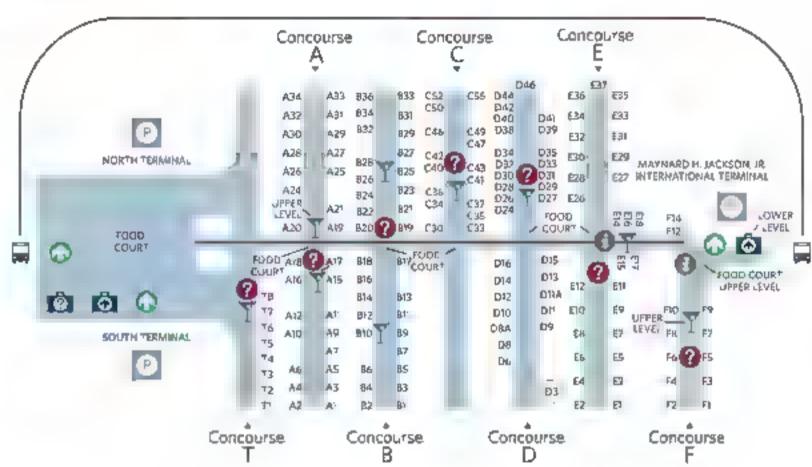
Delta Shuttle

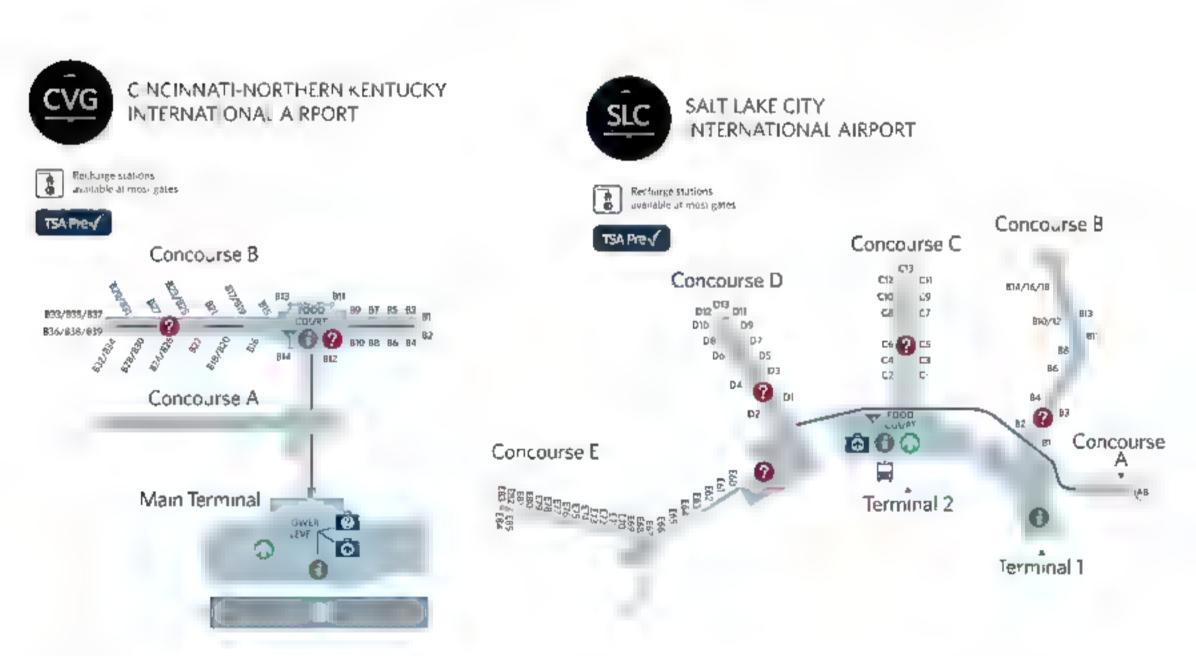
#### DOMESTIC AIRPORTS

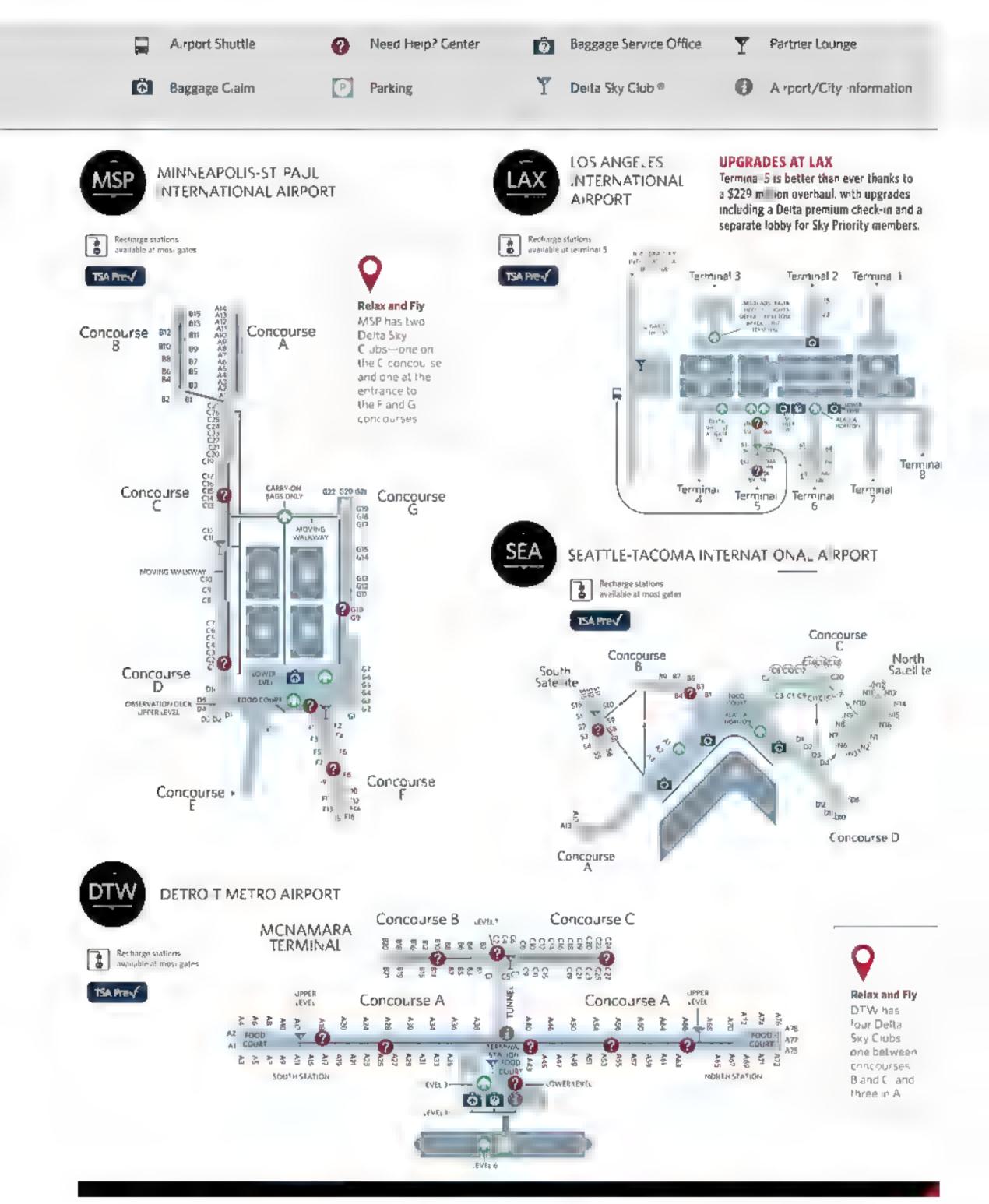














Al Virgin Atlantic Boarding Gates Moving Wa kway/ Tram/Train



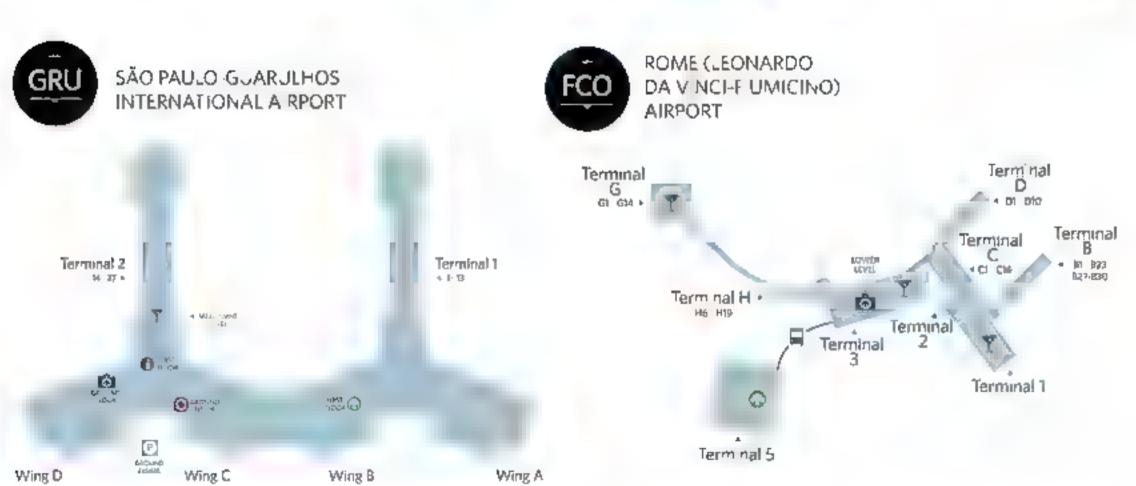
Delta Check-in (Ticketing, Self-Serve Kiosk, Bag Drop)

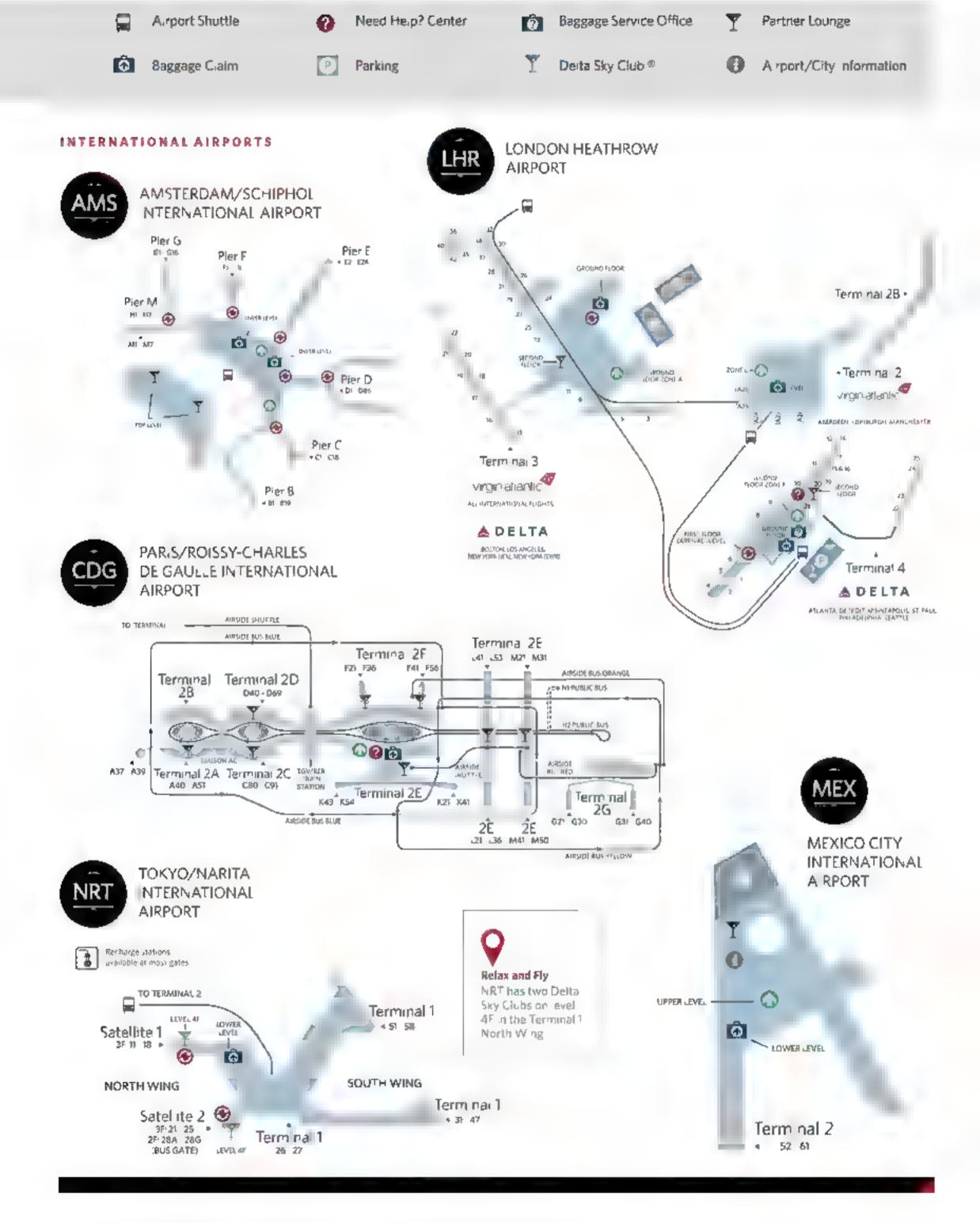




#### INTERNATIONAL AIRPORTS







# WHO'S GAME?

A FEW HAPPY DISTRACTIONS

#### BRAIN TEASERS

See if you can solve these problems before your flight lands



It snot true that both Freddie and Susan will be hired by science abs. Which of the forowing is most nearly equivalent to this statement?

(a) E ther Freddie or Susan will be hired by science labs.

(b) Neither Freddie nor Susan will be hired by science labs.

(c) Freddie and Susan w be hired by science labs.

(d) Either Freddie or Susan will not be hired by science labs.



Into seconds or less, express

im divided by 25 as a percent



Which verb does not be ong with the other words in the set.

BRING BUY CATCH DRAW F GHT SEEK TEACH TH.NK

#### Answers

MARO & STANDAY & DRAW

I used to look like a deer in headlights on the red carpet. You step out of the car and it's bedlam. Everyone's got crazy eyes."—EMILY BLUNT





Believe in love. Believe in magic. Hell, believe in Santa Claus. Believe in others. Believe in yourself. Believe in your dreams. If you don't, who will? "—JON BON JOVI

Kenken			Ans		on page 9		34	doku	-			Ans	wers	or pa	ege :
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5-	-		6DX					3	8	4		7	6		5

Rules for Kenken

- 1 Each row and each column must contain the numbers 1 through 4 (easier) or 1 through 6 (harder) without repeating.
- 2 The numbers within the heavily out ined boxes, called cages, must combine using the given operation (in any order) to produce the target numbers in the top-left corners.
  3. Freebles. Fill in single-box cages with the number in the top-left corner.



# WHO'S GAME?

#### Across

- 1 Event with foxhounds
- 5 Lottery winner's feeling
- 9 Somewhat
- 13 Cookie involved in a licking race
- 14 Word after Mother or Google
- 16 Appoint to office
- 17 R & B singer backed by the Love Unlimited Orchestra
- 19 Banana discard
- 20 Unlikely derby winner
- 21 Thermos alternatives
- 23 When repeated. kind of pedal
- 25 "I can \_\_\_\_" ("Been there")
- 26 Late comic genius
- 32 Draw out
- 33 Scrape by
- 34 It might say "A-C" or "2013-14"
- 37 Was sick
- 38 Bigheadedness
- 39 Sparkly topper
- 41 TV diner boss
- 42 " American Life"
- 43 Robert De Nico spy thriller
- 44 Children's author/ illustrator with a National Medal of Arts
- 48 Hold protectively
- 50 Massage
- 51 No easy chore
- 54 Missouri feeder
- 59 Paul who sang "Diana"
- 60 Trio whose members start 17-, 26- and 44-Across
- 62 Agenda part
- 63 Flavor
- 64 Metalliferous rocks
- 65 Decomposes
- 66 Last name of 60-Across
- 67 Vocalist Vannelli

#### Down

- 1 Vagabond
- 2 \_\_\_ Mountains (continent separator)
- 3 One whose favorite. website is Sporcle, say
- 4 Not intact
- 5 Showy trinket
- 6 \_\_-di-dah
- 7 Football Hall-of-Famer Dickerson

**EDITED BY WILL SHORTZ** 

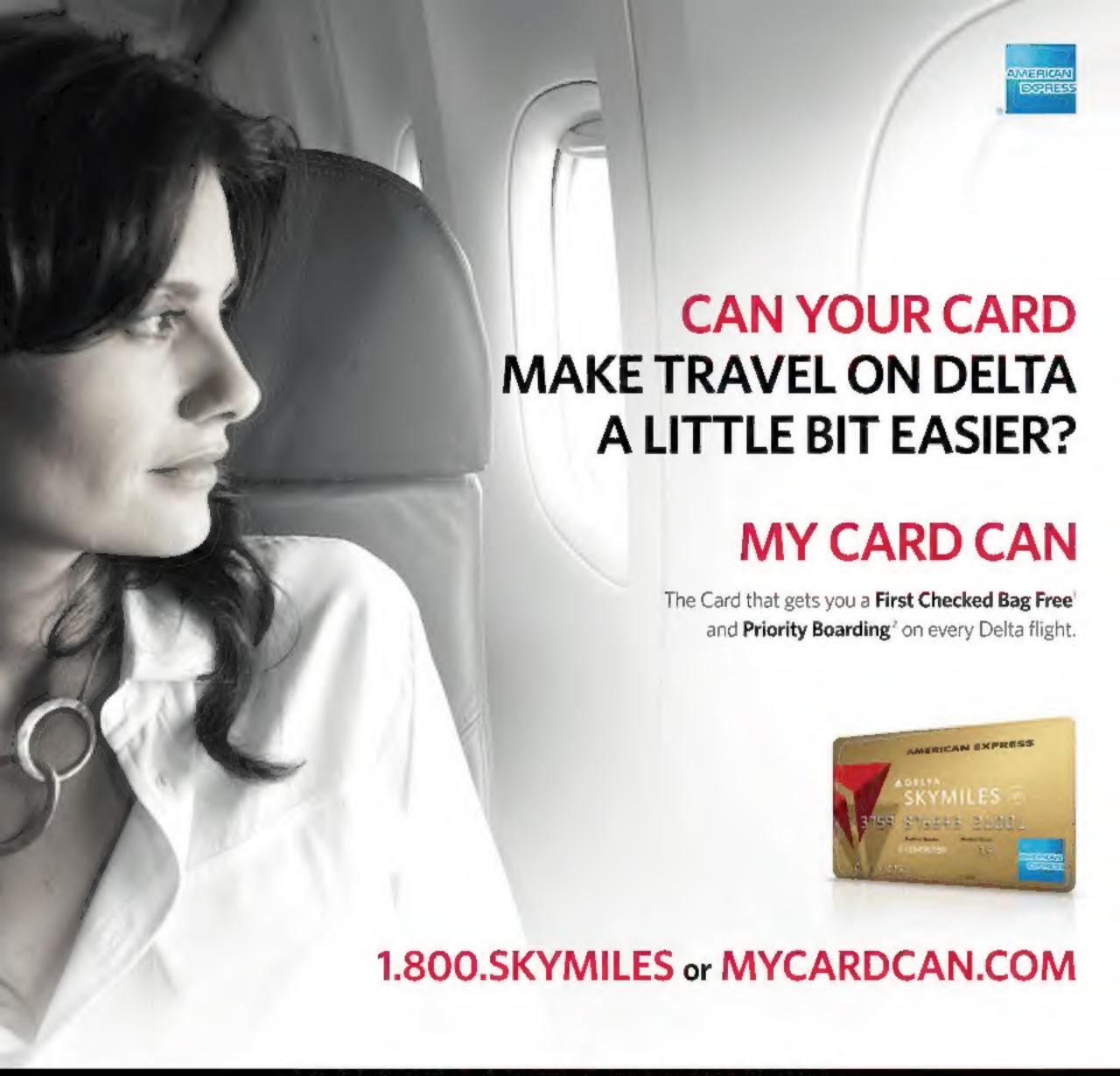
(Answers on page 91)

1	2	3	4	8.4	5	6	7	8	7 <del>0</del> 5		9	10	11	12
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- 8 \_\_\_\_ Place, Butch Cassidy companion
- 9 Canterbury saint
- 10 Declare something boldiy
- 11 Make \_\_\_ (get rich)
- 12 Thickheaded
- 15 Playwright Ibsen
- 18 Expressed boredom, in a way
- 22 Event with crumpets
- 24 Cab Calloway phrase
- 26 Bawl (out)
- 27 Cartoon dog with a big tongue

- 28 Something you won't see many bears in
- 29 "Rocks"
- 30 Sound reasoning
- 31 Less literal
- 35 Puccini's "Un bel di," e.g.
- 36 Carom
- 39 \_\_\_ clef
- 40 TV network once called Pax
- 42 Tasty rewards
- 45 Jane who won a 1931 Nobel Peace Prize
- 46 Last: Abbr.

- 47 Top-notch
- 48 Committee head
- 49 Totaled
- 52 Friend of Scoob
- 53 French army headwear
- 55 Open-mouthed
- **56** Actress Garr
- 57 High schooler
- 58 Canadian fuel name
- 61 Partner of weave



#### FIRST CHECKED BAG FREE I | PRIORITY BOARDING

Benefit is Ilmited to Basic Card Members (not Additional Card Members) with Gold, Platinum, or Reserve Delta SkyMiles® Credit Cards. Reservation must include the Basic Card Member's SkyMiles® number. Fee waiver also available for passengers traveling in the same reservation as the Basic Card Member. Maximum nine waivers per reservation, Waiver is only for normal bag fee, if any, for the first checked bag that is not overweight and not oversize under Delta's applicable rules as set forth in Delta's contract of carriage. Additional checked bags will be subject to the applicable baggage fees as outlined by Delta's rules and the purchased fare as set forth in Delta's contract of carriage. The first checked bag fee waiver will only be applied on flight segments which originate on a Delta or Delta Connection® carrier when you check in with Delta for both a Delta-marketed and Delta-operated flight, Codeshare flights are not eligible, New Card Members and Card Members upgrading from another Delta SkyMiles Credit Card product will be eligible for the checked baggage fee waiver benefit after receiving their Card from American Express. Offer terms and conditions subject to change. Additional restrictions may apply.

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